

THE COAST GUARD OFFICER



CAREER DEVELOPMENT GUIDEBOOK (Second Edition)

U. S. Department of
Transportation

United States
Coast Guard





THE COMMANDANT OF THE UNITED STATES COAST GUARD
WASHINGTON, D.C. 20593-0001

DEC 8 1998

To present and future Coast Guard leaders:

I am pleased to present the second edition of the *Officer Career Development Guidebook*. This new version presents updated information in a more easily understood format.

This book is principally about preparation. Those who seek responsibility and authority must prepare themselves to fulfill the trust to which they aspire. Read thoughtfully, this guidebook will help prepare you for greater challenges in the Coast Guard.

The *Officer Career Development Guidebook* is intended as a leadership guide as much as a self-help tool. Use it to plan your own career, but study also the information pertaining to career steps you've already passed. Prepare yourself to advise junior officers and enlisted personnel who seek opportunities like the ones you've enjoyed.

Please accept this book with my sincere wish that it will prove useful in equipping you both to achieve your goals for the future and to fulfill your present leadership development responsibilities.

Sincerely

A handwritten signature in black ink, appearing to read "J. M. Loy".

J. M. LOY
Admiral, U. S. Coast Guard

INTRODUCTION

PURPOSE

This guidebook was prepared by the Office of Leadership and Professional Development to assist officers in making informed career choices and for supervisors to use as a counseling tool for junior officers. It also provides information on the officer personnel system and career planning in general, including the value of various assignments.

COMMAND INSTRUCTIONS

Commands should use this book as a cornerstone for professional development. Whether you have an enlisted member striving for a commission; a reservist desiring information on the Mentoring Program; or a civilian supervising a separating military member; everyone in Team Coast Guard can benefit from some portion of this book. Every Coast Guard unit will receive at least one copy of this book and one personal copy is being given to all new officers at accession points. Commands are to make this guidebook available for all personnel. It has been redesigned to allow for easier administrative maintenance. It is recommended that the master copy be kept in a unit library so individuals can reproduce sections as needed. Bulk reproduction of this book at the unit level is authorized.

HOW TO USE THIS GUIDEBOOK

CAREER PLANNING

A successful career doesn't just happen: officers must plan for future success and satisfaction. Although there is no magic formula for success, understanding the promotion system, postgraduate education, assignments, and other topics in this guidebook gives an officer a strong start. Officers are encouraged to incorporate this information in planning for a Coast Guard career.

DISCLAIMER

This guidebook's information is taken from various sources, including official Coast Guard publications; however, its material should not be viewed as authority for official action.

UPDATES

This is a tool. As with any tool, the more it is used, the better it works. We live in times when change is the only constant. Corrections, clarifications and requests for additional information are strongly encouraged and welcome.

Officer Career Development Guidebook Customer Feedback Form

Use the following scale to answer questions 1-4 about this guide:

E = excellent G = good F = fair P = poor

1. Information Content:

Clarity <input type="checkbox"/>	Breadth <input type="checkbox"/>	Usefulness <input type="checkbox"/>	Depth <input type="checkbox"/>
--	--	---	--

2. How often do you use this guide? (Please circle one)

Never	Once	Once in a while	Often	Wore it out!
--------------	-------------	------------------------	--------------	---------------------

Comments on frequency of use

3. In your opinion, which section of this guide added the most value and why?

4. Which section added the least value and why?

5. What would you recommend adding to this guide?

6. Any other thoughts you would like to share with us about the Officer Career Development Guidebook in general?

Thank you for your feedback. Please reproduce and mail, fax or email your response to:

COMMANDANT (G-WTL-2)
Attn: Career Development Guide Program Manager
2100 2nd Street S.W.
Washington, D.C. 20593-0001
web site: www.uscg.mil/hq/g-wt/g-wtl/home.htm

Fax: (202)267-4610
Phone: (202)267-2532

We look forward to hearing from you!

TABLE OF CONTENTS

INTRODUCTION

Command Instructions

How to Use This Guidebook

Officer Career Development Guidebook Feedback Form

Chapter 1 WHAT IS AN OFFICER? 1-1

What is an Officer? 1-3

Career Planning Concepts 1-4

Career Map 1-6

Chapter 2 LEADERSHIP 2-1

Introduction 2-3

Values 2-5

Leadership Program Core Elements 2-6

Mentoring 2-11

Ethics 2-16

Interpersonal Relationships 2-18

Chapter 3 OFFICER STATUS 3-1

Categories of Commissioned Officers 3-3

Officer Accessions Programs 3-5

Precommissioning Programs 3-13

Chief Warrant Officer Appointment Process 3-16

Reserve Chief Warrant Officer Appointment Process 3-18

Chief Warrant Officer to Lieutenant Program 3-20

Chief Warrant Officer to LTJG (OCS) 3-22

Promotion Lists 3-23

Extensions 3-25

Integration 3-26

TABLE OF CONTENTS

<u>Chapter 4 OFFICER CAREER PATHS</u>	4-1
Occupations	4-3
Aviation	4-8
Command, Control, Communications and Computers (C4)	4-12
Computer Information Systems Management	4-13
Electrical Engineering	4-14
Telecommunications Management	4-15
Engineering Logistics	4-16
Civil Engineering	4-18
Naval Engineering	4-20
Financial Resource Management	4-22
Human Resource Management	4-23
Health Services	4-25
Legal	4-26
Marine Safety	4-30
Operations	4-34
Operations Afloat	4-36
Operations Ashore	4-40
Operations Intelligence	4-43
Operations Law Enforcement	4-44
Reserve Program Management	4-47
Selected Reserve Officers	4-48
 <u>Chapter 5 ASSIGNMENTS</u>	 5-1
ADPL Assignments	5-3
Needs of the Service	5-4
Personal Needs	5-6
Tour Length	5-8
Collocation	5-10
Career Factors	5-11
Communicating with Your Assignment Officer	5-12
Chief Warrant Officer Assignment Process	5-18
IDPL Assignments to be developed and promulgated in early 1999 upon completion of current Commandant-chartered QAT reviewing the Reserve officer management system)	

TABLE OF CONTENTS

<u>Chapter 6</u>	<u>PROFESSIONAL DEVELOPMENT</u>	6-1
Training and Education		6-3
Short-Term Training		6-4
Advanced Education Program		6-5
Senior Service Schools		6-9
Off-Duty Education		6-10
Record of Professional Development (CG-4082)		6-12
Advanced Education Program Managers		6-13
<u>Chapter 7</u>	<u>OFFICER EVALUATION SYSTEM</u>	7-1
Officer Evaluation System (OES)		7-3
Officer Evaluation Report (OER) Rating Chain		7-4
Responsibilities		7-5
Quality OERs		7-9
Additional Information and Appealing OERs		7-11
Officer Support Form (OSF)		7-13
OER Submission		7-14
Flowcharts		7-15
ADPL OERs		
Annual Semiannual Submission		7-15
Detachment of Reported-On Officer		7-16
Detachment or Change of Reporting Officer		7-16
Promotion of Reported-On Officer		7-17
Duty Under Instruction		7-18
Continuity Purposes		7-18
Ready Reserve OERs		7-19
Annual-Biennial Submission		7-19
Detachment of Reported-On Officer		7-20
Detachment or Change of Reporting Officer		7-20
Promotion of Reported-On Officer		7-21
Continuity Purposes		7-22
IDPL OERs		7-23
Ready Reserve Officers on Active Duty Supplemental Work (ADSW) Reserve or Active Component (RC or AC)		7-23

TABLE OF CONTENTS

<u>Chapter 8</u>	<u>PROMOTIONS</u>	8-1
ADPL Officer Promotion System		8-3
Selection Boards		8-7
Chief Warrant Officer Promotion System		8-12
IDPL Officer Promotion System		8-14
Selection Boards		8-17
Chief Warrant Officer Promotions		8-22
<u>Chapter 9</u>	<u>LEAVING THE SERVICE</u>	9-1
Leaving the Service		9-3
Resources		9-5
Individual Transition Plan		9-6
Employment Assistance		9-9
Education		9-11
The Ready Reserve		9-12
Medical and Dental Benefits		9-13
Separations		
Voluntary		9-15
Involuntary		9-16
Retirement		9-18
Voluntary		9-19
Reserve		9-20
Physical Disability		9-22
Check-List		9-25
Travel		9-27
Post-Retirement Employment Restrictions		9-28

CHAPTER 1

WHAT IS AN OFFICER?

- What Is an Officer?
- Career Planning Concepts
 - Career Map

What is an Officer?

OATH OF OFFICE

All Coast Guard commissioned officers take the same oath every other military officer and the President of the United States has taken since George Washington. They swear or affirm:

- ☞ they will uphold the Constitution of the United States against all enemies, foreign and domestic, and
- ☞ to bear true faith and allegiance to the same and to discharge well and faithfully the duties of the office to which appointed without any reservation or purpose of evasion.

PRESIDENTIAL AUTHORITY

The officer is given a commission stating the President of the United States, having reposed "special trust and confidence in [his or her] patriotism, valor, fidelity and abilities," has appointed the officer. Under the commission, the officer is directed to "carefully and diligently discharge the duties of the office to which appointed by doing and performing all manner of things."

CAREER PLANNING CONCEPTS

CAREER DECISIONS IT'S YOUR JOB!

A wide variety of resources and opinions are available to draw from in making career decisions. Other factors such as personal interests, family, or Service need, can influence a decision. At times, you may not get the billet you desire or the advanced training program you request. You have the ultimate responsibility to make informed career decisions.

CAREER PATH

Your career as a Coast Guard officer may span 20 to 30 years. You will serve in a sequence of assignments that will challenge your abilities, help you develop new abilities, and generally prepare you for greater challenges. This assignment sequence is referred to as a career path. Being aware of your opportunities and acting on them is the objective of career planning.

MATCHING TALENTS WITH NEEDS

The most important aspect of career planning is to match your desires, talents, and abilities with the Coast Guard's needs. You cannot expect to progress in your career if the Coast Guard does not require the skills you pursue. Equally, the Coast Guard cannot reasonably expect to maximize your effectiveness as an officer if it does not consider your desires, talents, and aspirations in meeting its officer corps requirements. This "match" is the goal of the career planning process.

MANAGING BILLETS

The Coast Guard has a wide range of specialty and skill requirements. It must manage a large number of officers to meet current needs and ensure needs also will be met in the future. Put another way, each assignment must be viewed as something more than providing an officer for a billet. It also must be considered as part of the growth process that develops qualified officers for future billets. These goals are not always entirely consistent, and planning and managing the process can be quite complex. Policies and procedures affecting the officer assignment process are in a constant state of flux. Understanding this complex, dynamic situation should permit you to make, or know how to make, informed decisions about your career plans. This is one of the objectives of this guide.

CAREER DECISIONS

At different times in your career, you must consciously decide which career path to seek, assignment to request, or training or education needed to fulfill your chosen career goals. These points are not clearly distinguishable; as no check-list identifies the necessary qualifications and sequence of assignments for each step in the career path. As is true in all professions, intelligent career decisions are based on past experience, professional motivation, and advice from informed sources, including commanding officers, role models, mentors, assignment officers, peers, and professional literature. All these factors blend gradually into a decision which at that career decision point best satisfies the Service's needs and your interests and desires. Where these needs and interests are in complete harmony, the result is professional success and personal satisfaction.

CAREER PLANNING CONCEPTS

NEEDS OF THE SERVICE

It is essential to understand that even though the Coast Guard desires to support individual preferences; the compromises, which sometimes must be made, cannot weigh exclusively in your favor. The Service's needs; budgetary and personnel constraints; the billets to be filled; and, its mission orientation are all important factors to understand. "**SERVICE**" is key. The "needs of the Service" are sometimes misunderstood. If you fail to understand this priority, your contribution to the Service will decrease along with your chance for a successful career.

GOALS OF A CAREER

You should develop your career with three goals in mind:

- ☞ Determine basic personal interests that best match the needs of the Service;
 - ☞ Fortify those interests by training and education to the best of your ability; and,
 - ☞ Seek opportunities to serve in areas that allow your fortified abilities to be best used.
-

THE KEY

There is no one, absolute promotion path within the Coast Guard and no list of billets which will ensure advancement. The key to a successful Coast Guard career in any and every job assignment is

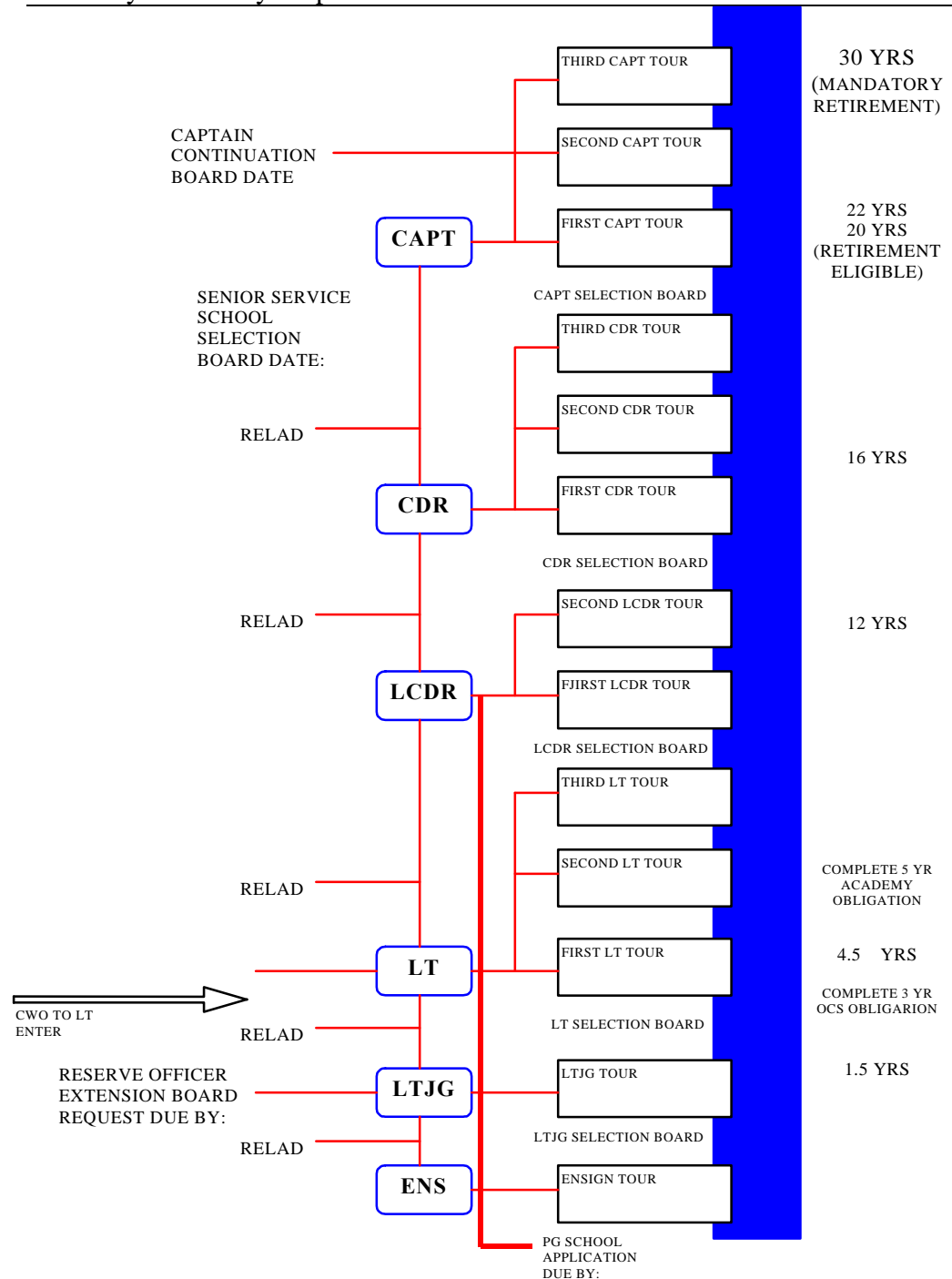
PERFORMANCE!

As successful officers progress in their careers, they build on their experiences through varied assignments and use this experience in current and future billets. Those officers who, over the years, best identify personal interests which the requirements of their assignments, and who amplify those interests through experience and education are most likely to continue to progress in the Coast Guard. The path is competitive.

CAREER MAP

PLANNING

A career map is one way to plan your Coast Guard career. Begin by writing down your goals. Next, identify important convening dates such as promotion boards, assignment and advanced training panels. As you plan assignments, be aware of tour length requirements and billet prerequisite prerogatives. Be flexible and remember strict adherence to a long-term career plan may not be possible as your and the Service's needs change. This career map is designed for active duty officers who enter the officer corps as ensigns. Modify it as necessary to match your particular career.



CAREER MAP

RESERVE CAREER PLANNING/MAP

Because of geographical considerations and the amount of time required for one to fully qualify for an assignment, the career map for reserve officers will be different than this one, including: tour lengths, types of assignments, identified career paths and fields, and attendance at special schools, among others. As this guidebook goes to press, a Commandant-chartered Quality Action Team (QAT) is reviewing the roles, training and career paths of reserve officers. The approved recommendations of that QAT may profoundly impact the career map of reserve officers, a career map that will be provided in the next update to this guidebook.

CHAPTER 2

LEADERSHIP

Introduction

- ❑ Values
- ❑ Leadership Program Core Elements
- ❑ Mentoring
- ❑ Ethics
- ❑ Interpersonal Relationships

INTRODUCTION

COAST GUARD FLAG PERSPECTIVE

“One of the most important and challenging roles you have assumed as a Coast Guard commissioned officer is the role of leader.

Your job as a leader is “*to help people achieve what they are capable of, to establish a vision for the future, to encourage, to coach and to mentor, and to establish and maintain successful relationships,* (Dale Carnegie & Associates, Inc.).

As a responsible leader, you must embody the Coast Guard’s core values: Honor, Respect and Devotion to Duty. You must be professional in every aspect of your performance. And you must commit to those you lead. If you take care of your people, they will take care of you and the Coast Guard’s missions.

Good leadership is not always easy, but each of you has the potential within yourself to become a highly effective Coast Guard officer and leader.

Take responsibility, and people will give you responsibility. Take responsibility for your health and well-being. Take responsibility for your work. Take responsibility for your life, the good and the bad. Take responsibility and you take the lead! Be the kind of person people can count on and it will pay off.

Daniel Meacham
The Magic of Self Confidence

Take responsibility and take the lead!”

Rear Admiral T. J. Barrett, USCG

DEFINITION

The Coast Guard defines leadership as:

YOU *working through* **OTHERS** *to accomplish the* **MISSION**.

You control your leadership style and can change it to create a motivational environment that accomplishes the mission. Developing your leadership capability involves much more than training. It is the culmination of many qualities.

LEADERSHIP STYLE



INTRODUCTION

HUMAN VARIABLES (OTHERS)

When dealing with others, many human variables can come between the leader and the task. These variables can affect followers when working toward the goal. Variables can include:

INDIVIDUAL NEEDS

Personal requirements for safety and well being.

ROLE DEFINITION

How well the subordinate knows what is expected.

GROUP DYNAMICS

Forces that operate when people perform in groups.

WILLINGNESS

Level of commitment and confidence a person has toward a specific task.

ABILITY

Level of competence a person has in a specific task.

RECOGNITION

The need to be acknowledged for a job well done.

VALUES

How, when, and where a person was raised and how these affect his or her perspective.

RESULTS (GOAL)

Accomplishing tasks can be measured in success and effectiveness.

SUCCESS

How well the job was completed. To what extent did the job meet the organization's standards?

EFFECTIVENESS

How followers feel about how they were led. How fully are they committed to the leader and the organization?

A successful, effective leader is able to generate exceptional performance. How well subordinates perform is often a direct reflection of a leader's ability to lead.

VALUES



THE CORE VALUES

Personal and organizational values greatly influence leadership. To align these two sets of values, the Coast Guard has developed an official set of Core Values which forms the basis for Coast Guard members to build trust and confidence in both the organization and each other.

U.S. COAST GUARD CORE VALUES

HONOR

Integrity is our standard. We demonstrate uncompromising ethical conduct and moral behavior in all our personal actions. We are loyal and accountable to the public trust.

RESPECT

We value our diverse work force. We treat each other with fairness, dignity, and compassion. We encourage individual opportunity and growth. We encourage creativity through empowerment. We work as a team.

DEVOTION TO DUTY

We are professionals, military and civilian, who seek responsibility, accept accountability, and are committed to the successful achievement of our organizational goals. We exist to serve. We serve with pride.

Core Values are more than just Coast Guard rules of behavior. They are deeply rooted in the heritage that has made our organization great. They demonstrate who we are and guide our performance, conduct, and decisions every minute of every day. Because we each represent the Coast Guard to the public, we must all embrace these values in our professional undertakings as well as in our personal lives.

LEADERSHIP COMPETENCIES

LEADERSHIP Leadership competencies are key organizational traits that all Coast Guard people should seek to perfect during their careers. The Coast Guard has identified 21 competencies which are the elements of the Leadership Development Program. These competencies are grouped into three major areas of leadership: Competencies of self, working with others and performance.

LEADERSHIP COMPETENCIES COMPETENCIES OF SELF

ACCOUNTABILITY AND RESPONSIBILITY

- ☞ Understand the Coast Guard's structure
- ☞ Recognize the chain of command
- ☞ Be sensitive to the impact your behavior has on others and the organization
- ☞ Take ownership of your areas of responsibility

FOLLOWERSHIP

- ☞ Use resources efficiently
- ☞ Understand and embody the Coast Guard's core values: Honor, Respect, and Devotion to Duty
- ☞ Align your personal values with the Coast Guard's core values, reconciling any differences that exist
- ☞ Hold peers and subordinates accountable to the core values

ALIGNING VALUES

- ☞ Understand that all Coast Guard personnel are ultimately followers
- ☞ Look to leaders for guidance and feedback on your performance
- ☞ Seek and accept challenging tasks to learn and develop competence
- ☞ Seek to understand through listening and questioning
- ☞ Work with leaders to ensure successful mission accomplishment

HEALTH AND WELL BEING

- ☞ Ensure a safe work environment for yourself and others
- ☞ Recognize and manage stress
- ☞ Set a personal health example, emphasizing physical fitness and emotional strength
- ☞ Encourage others to maintain health and well-being

PERSONAL CONDUCT

- ☞ Believe in your abilities and ideas
- ☞ Be self-motivated, professional, and results-oriented
- ☞ Learn your strengths and weaknesses
- ☞ Use position and personal power appropriately
- ☞ Personify high standards of honesty, integrity, trust, openness, and respect for others

LEADERSHIP COMPETENCIES COMPETENCIES OF SELF

SELF

AWARENESS

AND LEARNING

- ☞ Seek opportunities for self-development and life-long learning
- ☞ Choose to learn and grow from experience
- ☞ Guide, encourage, and challenge subordinates and peers to ask questions and be involved
- ☞ Adapt your behavior and work methods to changing conditions and unexpected obstacles
- ☞ Seek feedback on your personal and professional strengths and areas for improvement
- ☞ Use evaluation tools and indicators to learn more about yourself (e.g., Myers-Briggs Type Indicator)

TECHNICAL PROFICIENCY

- ☞ Learn, develop, and demonstrate technical and functional expertise in your areas of responsibility
 - ☞ Maintain credibility with others on technical matters
 - ☞ Keep current on technological advances
 - ☞ Effectively organize and prioritize tasks
-

LEADERSHIP COMPETENCIES WORKING WITH OTHERS

EFFECTIVE COMMUNICATIONS

- ☞ Express facts and ideas succinctly and logically
 - ☞ Be an active and supportive listener
 - ☞ Encourage an open exchange of ideas
 - ☞ Communicate face-to-face when possible
 - ☞ Write clearly and concisely
 - ☞ Improve your public speaking skills
 - ☞ Distinguish between personal and official communication situations and act accordingly
-

GROUP DYNAMICS

- ☞ Recognize and contribute to group efforts
 - ☞ Foster group identity and cooperation
 - ☞ Build commitment, team spirit and strong relations
 - ☞ Motivate and guide others toward goal accomplishment
 - ☞ Consider and respond to others' needs, feelings, and capabilities
-

INFLUENCING OTHERS

- ☞ Persuade and motivate others to achieve desired outcomes by communicating, directing, coaching, and delegating as the situation requires
 - ☞ Recognize the importance of building professional relationships
 - ☞ Develop networks of contacts and colleagues
 - ☞ Establish and maintain rapport with key players
 - ☞ Empower others by delegating power and responsibility
 - ☞ Gain cooperation and commitment from others
 - ☞ Build consensus
-

LEADERSHIP THEORY

- ☞ Study and learn contemporary leadership theories (e.g., Situational Leadership, Principle-Centered Leadership, Servant Leadership, Transformational Leadership, etc.)
 - ☞ Work with subordinates to develop their leadership knowledge and skills
 - ☞ Adapt leadership approach to meet various situations
 - ☞ Assist others in their development by sharing your experience and knowledge
-

MENTORING

- ☞ Provide feedback to others on their leadership and career development
 - ☞ Help others identify professional goals, strengths, and areas for improvement
-

RESPECT FOR OTHERS AND DIVERSITY MANAGEMENT

- ☞ Understand and support the Coast Guard's commitment to a diverse workforce
 - ☞ Recognize, support and promote the value of diversity
 - ☞ Foster an environment that supports diverse perspectives, approaches and thinking; fairness; dignity; comparison; and, creativity
-

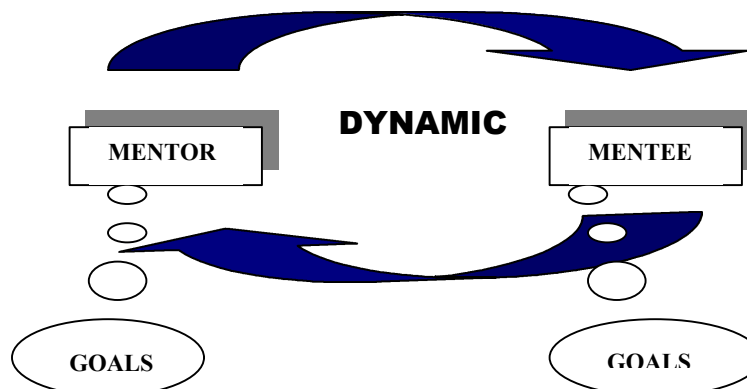
TAKING CARE OF YOUR PEOPLE

- ☞ Recognize the needs and abilities of others, particularly subordinates
 - ☞ Ensure fair and equitable treatment
 - ☞ Set high expectations for subordinates
 - ☞ Recognize and reward efforts
 - ☞ Support and assist others as needed in professional and personal situations
-

LEADERSHIP COMPETENCIES PERFORMANCE

CONFLICT MANAGEMENT	<ul style="list-style-type: none">☞ Encourage open communication of controversial issues while maintaining relationships and teamwork☞ Use collaboration to manage contention☞ Confront conflict constructively to minimize impact to self, others and the organization
CUSTOMER FOCUS	<ul style="list-style-type: none">☞ Focus on external requirements☞ Actively seek feedback and suggestions from customers and encourage others to do the same☞ Ensure internal and external customers' needs are met
DECISION-MAKING AND PROBLEM-SOLVING	<ul style="list-style-type: none">☞ Identify and analyze problems☞ Use facts, input from others, and sound judgment to reach conclusions☞ Involve others in decisions that affect them☞ Explore alternatives☞ Evaluate the impact of your decisions☞ Commit to action
PERFORMANCE APPRAISAL	<ul style="list-style-type: none">☞ Use goal-setting, delegation, and effective communications to manage performance effectively☞ Articulate performance expectations to subordinates☞ Coach and provide feedback to subordinates continuously☞ Document performance☞ Seek out performance expectations for yourself and your unit☞ Use goals, milestones, and control
PROJECT MANAGEMENT AND PROCESS IMPROVEMENT	<p>Mechanisms to manage projects</p> <ul style="list-style-type: none">☞ Evaluate progress and outcomes of current processes☞ Ensure continuous improvement through periodic assessments☞ Improve products and services to strive for customer satisfaction
VISION DEVELOPMENT AND IMPLEMENTATION	<ul style="list-style-type: none">☞ Set and/or work toward the vision for your unit, division, department, etc., in line with the Coast Guard's overall vision, missions, strategy, and driving forces☞ Establish and communicate objectives☞ Initiate action and provide support and systems to achieve goals☞ Manage and champion organizational change
WORKFORCE MANAGEMENT SYSTEMS	<ul style="list-style-type: none">☞ Understand and support the civilian and military promotion, advancement, training, assignment, and award system☞ Support personnel working on advancement, special programs, training, and future assignments☞ Use formal reward systems to recognize positive performance and development

MENTORING



INTRODUCTION A mentor facilitates personal and professional growth by sharing acquired knowledge and insights.

Mentoring is a dynamic, ever-changing process which links an experienced person (mentor) with a less experienced person (mentee) to help foster the latter's career development and progress.

The mentoring process requires the mentor and mentee to work together to reach specific goals and to provide each other with feedback to ensure they reach those goals.

REFERENCES

COMDTINST 5350.24A, Leadership Mentoring Program
Mentoring Network Form (CG-5572)
Coast Guard Mentoring Program Orientation Manual (Draft)
DOT Mentoring Handbook
Mentoring guidance, G-WTL web site:
<http://www.uscg.mil/hq/g-w/g-wt/g-wtl/home.htm>
Formal mentor matching system - ONE-DOT web site can be accessed through G-WTL web site
Diversity Mentoring Fact Sheet

SUCCESSFUL MENTOR

A successful mentor has the desire to share "life experiences" and is characterized as:

- ☞ Supportive
 - ☞ Patient
 - ☞ Respected
 - ☞ People-oriented
 - ☞ Good motivator
 - ☞ Effective coach
 - ☞ Secure in position
 - ☞ Organizationally savvy
 - ☞ Able to help mentee enhance own visibility
 - ☞ Respectful of others
 - ☞ Successful in the organization
-

MENTORING

SUCCESSFUL MENTEE

A successful mentoring connection depends not only on the characteristics of the mentor, but also on the mentee's:

- ☞ Willingness to learn
- ☞ Patience
- ☞ Positive attitude
- ☞ Desire to broaden experience base
- ☞ Follows Through

Novice Mentee	Seasoned Mentee
Junior colleague	Polished colleague
Little or no job experience	Extensive job experience
Needs workplace "survival skills"	Demonstrates workplace "survival skills"
Needs briefings on "internal workings" and office politics	Needs briefings on "internal workings" and office politics

LEADERSHIP MENTORING PROGRAM

The Leadership Mentoring Program helps create and foster an environment where mentoring connections are easily established and maintained. Available to all active duty, reserve and civilian Coast Guard personnel, the Leadership and Professional Development Division in the Reserve and Training directorate administers the program.

MENTORING EDUCATION

The "Mentoring in a Diverse Workforce" course, available to potential and active mentors and mentees, provides training, education, and skills for mentoring across genders, cultures, specialties, grades, and ranks, as well as, career development and diversity awareness training.

MENTOR ROLES

Mentors fill many roles while aiding in the development of their perspective mentee.

TEACHER

Once the mentor identifies the knowledge, skills, and abilities required of a mentee, the mentor may need to teach the mentee "nuts and bolts." As teacher, the mentor's focus is to help the mentee develop their knowledge and skills to perform successfully and advance their career.

MENTORING

GUIDE

As a guide, the mentor helps the mentee navigate the organization's inner workings and decipher its "unwritten rules," ... the information usually acquired only through experience.

COUNSELOR

The role of counselor requires the mentor to establish a trusting, open relationship. Trust is essential for honest communication and feedback.

MOTIVATOR

Through encouragement, support, and incentives, a mentor can motivate the mentee to succeed. Positive feedback is a great morale booster: it relieves doubt, builds self-esteem, and gives the mentee a sense of accomplishment and new opportunities for growth.

SPONSOR

A sponsor identifies opportunities for the mentee which directly relate to the job or indirectly to the mentee's overall professional development. The goal is to provide as much exposure for the mentee as possible while managing the degree of risk.

COACH

At times, the mentor may need to perform the role of coach to help a mentee learn job responsibilities or overcome performance difficulties. Before beginning, the mentor should ask these questions:

- ☞ Does the mentee have the knowledge, skills, and ability to do the job?
- ☞ If not, can these be learned? How?
- ☞ Will coaching upgrade the mentee's skills?
- ☞ Do real or perceived behaviors or performance issues present barriers to career growth?
- ☞ Is there sufficient time to coach?

Remember, coaching involves both constructive and positive feedback. Both are critical to the mentee's professional growth.

MENTORING

ADVISOR

This role requires the mentor to help the mentee develop professional interests and set realistic career goals. Mentees are responsible for determining their own goals. These serve to guide the mentor in the mentee's career direction. Goals should be:

- ☞ Specific
- ☞ Time-framed
- ☞ Results-oriented
- ☞ Relevant
- ☞ Reachable
- ☞ Limited in number

REFERRAL AGENT

As a referral agent, the mentor works with the mentee to develop an action plan to outline what knowledge, skills, and abilities the mentee needs to meet his or her personal career goals.

ROLE MODEL

As a role model, a mentor embodies the Coast Guard's values, ethics, and professional practices. Most mentees, in time, imitate their mentors.

DOOR OPENER

The role of door opener primarily involves helping the mentee establish a network of contacts both inside and outside the Coast Guard.

ESSENTIAL ELEMENTS OF RELATIONSHIP RESPECT

There are several elements needed by both partners of the mentoring partnership.

TRUST

Respect is established when the mentee recognizes knowledge, skills, and abilities in the mentor that he or she would like to possess.

Trust is a two-way street mentors and mentees must work together to build trust. Four factors that build trust are:

- ☞ Communication
- ☞ Availability
- ☞ Predictability
- ☞ Loyalty

MENTORING

SELF-ESTEEM

Building self esteem is an important part of a mentor's job. The most effective way to build a mentee's self-esteem is to listen and react positively. A mentee deserves the truth; honest feedback helps him or her keep a realistic self-perception. Everyone wants to believe they are worthwhile and valuable.

PARTNERSHIP BUILDING

When entering into a mentoring relationship, the mentor and mentee become professional partners. Build a successful partnership with a mentee by showing enthusiasm and by helping him or her feel accepted, while experiencing professional growth.

TIME

The mentor must set aside specific time to meet with their mentee. In addition, the mentee needs time to grow professionally.

FORMAL MENTOR MATCHING SYSTEM

ONE-DOT

The Coast Guard partnered with the Department of Transportation to provide access to a formal mentor matching database. The web site can be accessed through G-WTL web site.

On this web site, one can search for a mentor, sign up to be a mentor or sign up to be a mentee. The user can search for specific Coast Guard items. For example, you can search for a mentor with specific job qualification codes or a certain career path.

ETHICS

INTRODUCTION “Ethics is simply the ability to differentiate between right and wrong in our motives, actions and the consequences of those actions. Remember that your ethical conduct will speak more loudly and more clearly to those around you, than any written instruction on the subject.”

Vice Admiral A. Beran, USCG (Ret.)

Your duty is to adhere scrupulously to all applicable laws and regulations in your personal conduct, set an example to others, discuss the subject at every opportunity and require those under your authority to do the same.

REFERENCES COMDTINST M5000.3 (series), Coast Guard Regulations
COMDTINST M4200.13 (series), Small Purchase Handbook
COMDTINST 5370.7 (series), Standards of Conduct, Lobbying Activities
COMDTINST 5370.8 (series), Standards of Conduct
COMDTINST 5370.9 (series), Financial Disclosure Reports
COMDTINST 5350.24A, Leadership Mentoring Program

COMMANDING OFFICER S ROLE Unit commanding officers have a special role in helping to enhance awareness of ethics and standards of conduct. They have the opportunity to work directly with smaller groups of people more informally. It is important for commanding officers to regularly discuss this subject with their officers and crew. The impact commanding officers can have on their commands is significant: they must ensure that their conduct is above reproach.

LEADERSHIP Personal ethics is an inherent part of good leadership. As an officer, you continuously must be aware of your conduct. Misconduct not only provides a negative role model for subordinates, but also has a negative impact on the image of the officer corps and the Coast Guard as a whole.

MISCONDUCT While not always clear-cut, most violations of ethical or moral behavior fall under one or more of these categories:

- ☞ The act was illegal.
- ☞ It violated the Uniform Code of Military Justice (UCMJ).
- ☞ It violated Coast Guard policy.

ETHICS

PRESIDENTIAL ORDER

These general principles are derived from the Presidential Order exacting standards of ethical conduct:

- ☞ Public service is a public trust, requiring members to place loyalty to the Constitution, laws, and ethical principles above private gain.
- ☞ Members shall not hold financial interests that conflict with the conscientious performance of duty.
- ☞ Members shall not engage in financial transactions using nonpublic, Government information or allow the improper use of such information to further any private interest.

DOT GUIDELINES

- ☞ Members shall not solicit or accept any gift from any person seeking official action from, doing business with, and conducting activities regulated by the member's agency or whose interest may be substantially affected by the performance or nonperformance of the member's duties.
- ☞ Members shall put forth honest effort in performing their duties.
- ☞ Members shall endeavor to avoid any actions creating the appearance that they are violating the law or ethical standards.

SPECIAL SITUATIONS

The Department of Transportation (DOT) promulgates Standards of Conduct to guide relationships between Coast Guard personnel and civilian interests doing business with the Department of Transportation. The Small Purchase Handbook covers these situations under Standards of Conduct:

- ☞ Conflict of interest
- ☞ Use of position, information, and facilities
- ☞ Gratuities
- ☞ Honoraria
- ☞ Gifts to superiors

You can familiarize yourself with the rules and regulations on ethics; however, they do not cover every situation. Ethical conduct is much more than the rules and regulations which attempt to govern it. It is the standard on which we base our trust.

ETHICS

A DIFFERENT SET OF RULES

Those who enter the Coast Guard undergo a change in legal status. Some civilian rights became restricted or modified. Members take on additional responsibilities and obligations balanced by additional benefits civilians do not enjoy. The laws and regulations that apply to military members were not intended to restrict individuals, but to:

- ☞ Maintain good order and discipline.
- ☞ Contribute to an environment of mutual trust and respect and enhance camaraderie and *esprit de corps*.
- ☞ Maintain the public trust.

INTERPERSONAL RELATIONSHIPS

INTRODUCTION

The Coast Guard attracts and retains highly qualified people with mutually shared values of honor, respect and devotion to duty. These values anchor our cultural and Service norms and serve as a common foundation for our interpersonal relationships within the Coast Guard.

REFERENCE

COMDTINST M1000.6 (series), Personnel Manual

RELATIONSHIPS

The Coast Guard has relied on custom and tradition to establish boundaries of appropriate behavior in interpersonal relationships. Proper social interaction likewise is encouraged to enhance unit morale and *esprit de corps*. Proper behavior between seniors and juniors, particularly between officers and enlisted personnel, enhances teamwork and strengthens respect for authority.

POLICY

Coast Guard policy is to sustain a professional work environment which fosters mutual respect among all personnel and in which decisions affecting personnel are based on sound leadership principles. Commanding officers, officers-in-charge, and supervisors are expected to provide an environment which enhances positive interaction among all personnel through education, human relations training, and adherence to core values.

CHAPTER 3

OFFICER STATUS

- ❑ Categories of Commissioned Officers
- ❑ Officer Accession Programs
- ❑ Precommissioning Programs
- ❑ Chief Warrant Officer Appointment Process
- ❑ Reserve Chief Warrant Officer Appointment Process
- ❑ Chief Warrant Officer to Lieutenant Program
- ❑ Chief Warrant Officer to LTJG (OCS)
- ❑ Promotion Lists
- ❑ Extensions
- ❑ Integration

CATEGORIES OF COMMISSIONED OFFICERS

PERMANENT REGULAR

Permanent regular officers, who hold permanent commissions in the Coast Guard officer corps, are appointed from one of these sources:

- ☞ Coast Guard Academy graduates.
- ☞ Chief warrant officers and previously enlisted regular Coast Guard personnel who have received a commission through Officer Candidate School (OCS) and who successfully integrated.
- ☞ Coast Guard Reserve members who have served at least two years on extended active duty and successfully integrated.
- ☞ U.S. Merchant Marine licensed officers who have served two or more years aboard a U.S. vessel in the capacity of a licensed officer and successfully integrated.

TEMPORARY

Temporary officers are normally chief warrant officers and enlisted personnel who hold a temporary commission; they also hold the permanent status of their warrant or enlisted rank.

RESERVE

Reserve officers fall into one of three categories:

- ☞ Reserve officers on Extended Active Duty. Normally these are OCS graduates and direct commissioned officers who are on the Active Duty Promotion List (ADPL), and who have not yet qualified for integration.
- ☞ Ready Reserve officers serving on extended active duty.
- ☞ Reserve officers of the Selected Reserve. These are paid drilling reservists. They perform periodic drills, referred to as inactive duty for training (IDT), and up to 14 days of active duty training (ADT) per year.
- ☞ Reserve officers of the Individual Ready Reserve (IRR), unpaid reservists who have no obligation to participate in the Selected Reserve.

RESERVE PROGRAM ADMINISTRATOR (RPA)

An RPA is a Coast Guard Reserve officer assigned to extended active duty for an indefinite period to organize, administer, recruit, instruct, and train the Coast Guard's Reserve component. RPAs are not included in the ADPL or Inactive Duty Promotion List (IDPL) but compete for promotion only against other RPAs.

PERMANENT COMMISSION TEACHING STAFF (PCTS)

Officers on the Coast Guard Academy PCTS appear neither on the ADPL or IDPL, and compete for promotion only with other PCTS officers.

CATEGORIES OF COMMISSIONED OFFICERS

PUBLIC HEALTH SERVICE (PHS) Public Health Service (PHS) officers are detailed to the Coast Guard and managed as Coast Guard officers. However, they do not compete for promotion against those on the ADPL.

RETIRED RECALL As Service needs may require and with the member's consent, the Commandant may direct the recall to active duty of a retired regular officer or reserve officer in RET-2 or RET-1 for a specific period of time. In time of war or national emergency, the Commandant may order any regular officer on the retired list to active duty.

CHIEF WARRANT OFFICERS Chief warrant officers are commissioned Coast Guard officers. They are mature individuals with appropriate education and/or specialty experience who, through demonstrated initiative and past performance, have shown they have the potential to assume positions of greater responsibility requiring broader conceptual, management, and leadership skills. Enlisted and officer experience provides these officers a unique perspective in meeting Coast Guard roles and missions.

OFFICER ACCESSION PROGRAMS

OFFICER CANDIDATE SCHOOL (OCS)

Located in New London, Connecticut, OCS is a large source of Coast Guard commissioned officers. OCS graduates receive either a reserve or temporary commission, depending on an individual's qualifications.

OCS QUALIFICATIONS

Type of Commission	Reserve	Temporary
Age	21-27	21-27 Applicant may exceed maximum age by adding one month of age, up to 60 months, for every month served on active duty in any of the armed services branch. CG CWO max age 39
Prior Military Service	None (Applicants with more than 6 years of non-CG active duty are not eligible)	4 years active duty (at least 2 years must be in Coast Guard)
Rank		E-5 and above
Education	Bachelor's or higher	Bachelor's or higher OR Have attained top 25 th percentile scores on all parts of the DANTES General Exam or the College Level Examination (CLEP) OR Have completed one year of study (30 semester hours at an accredited, degree-granting college or university), AND Have satisfactorily completed one college-level math course OR Have passed the DANTES General Mathematics Examination of the CLEP
Screening Test	Achieve a minimum score on any one of the following qualifications tests: SAT - a combined score of 1000 SAT I - a combined score of 1100 ACT - a combined score of 21 ASVAB - a minimum of 110 GT	

OFFICER ACCESSION PROGRAMS

APPLICATION PROCEDURE

- ☞ Complete the commissioning physical examination.
- ☞ Prepare application package.
- ☞ Complete the board interview.

REFERENCE

COMDTINST M1000.6 (series), Personnel Manual

OBLIGATION

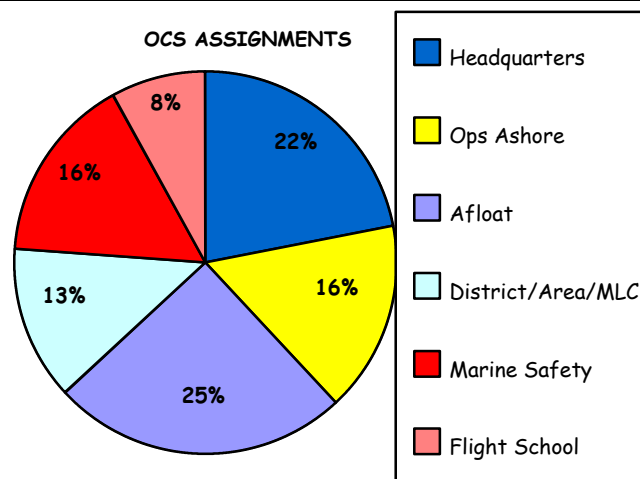
Both reserve and temporary commissioned officers incur a three-year obligation on graduation and may be afforded an opportunity to apply for integration or designation as an RPA. Reserve officers must serve a total of eight years' commitment of combined active and Ready Reserve after graduation.

INITIAL ASSIGNMENT

Initial assignments after OCS vary widely. The pie chart shows the percentages by units of initial assignments from OCS classes FY95-97, representing 268 graduates. Even though the chart below shows a significant number of initial assignments in administrative billets, the Coast Guard's goal is to maximize operational opportunities for junior officers from all sources. OCS officers who perform well in administrative billets should seek an operational assignment after 18 to 24 months. Of course, some opportunities may come earlier so it is always wise to keep a current ADC on file.

PRIOR ENLISTED ASSIGNMENTS

OCS graduates with prior enlisted experience are often assigned to billets that capitalize on their prior experience.



PRIOR ENLISTED OCS PACKAGE

A selection board rigorously screens applicants who meet minimum program requirements. Selection is highly competitive; for example, one board evaluated 367 reserve and 150 temporary commission packages to select 40 candidates. To select the best qualified for available openings, each applicant's total performance and qualifications are evaluated using the "whole person" concept. Factors considered in reviewing an application include the applicant's narrative, commanding officer's recommendation, interview board report, enlisted performance evaluation marks, education, personal awards, volunteer activities (Coast Guard and community service), and military and civilian records.

OFFICER ACCESSION PROGRAMS

COAST GUARD ACADEMY	Located in New London, Connecticut, the Academy is the largest single source of commissioned Coast Guard officers. Academy graduates serve an obligated five years of active duty after graduation.
REFERENCE	COMDTINST M1000.6 (series), Personnel Manual
ACADEMY QUALIFICATIONS	<p>Age: 17-22 (before 1 July of the year entering to the Academy)</p> <p>College Examinations: Scholastic Aptitude Test (SAT) or American College Testing Assessment (ACT)</p> <p>Other Requirements: (non inclusive) High school record and class standing evaluated Physical examination Must be unmarried No legal obligations from a previous marriage</p>
CONGRESSIONAL NOMINATIONS	The Coast Guard Academy is the only federal service academy that does not require Congressional nominations.
ADDRESS:	Director of Admissions U.S. Coast Guard Academy 15 Mohegan Avenue New London, CT 06320-4195
ASSIGNMENT GOAL	Current policy is to assign Academy graduates to afloat billets as an Engineer Officer-In-Training (EOIT) or Deck Watch Officer (DWO).

OFFICER ACCESSION PROGRAMS

DIRECT COMMISSION OFFICER (DCO) The Direct Commission Officer program (DCO) provides officers to fill junior officer billets that cannot be filled through other sources. For specific billets, refer to the DCO programs listed below.

REFERENCE COMDTINST 1131.23, Direct Commission Programs

QUALIFICATIONS While each program has its own qualifications and application procedures; certain qualifications are common to all of them.

- ☞ Must be a U.S. citizen.
- ☞ Obtain commissioning physical and meet physical requirements.
- ☞ Any officer on the ADPL is not eligible to apply.
- ☞ Applicants on active duty from other services must have a statement from their former service stating the applicant has an approved conditional release date.
- ☞ Applicants with 10 or more years of active duty in other services are not eligible.

PROGRAMS This is a current list of DCO programs; each has its own individual requirements.

- ☞ Direct Commission Aviator Program (DCA)
- ☞ Direct Commission Maritime Academy Graduate Program (MARGRAD)
- ☞ Direct Commission of previously trained military officers
- ☞ Direct Commission Engineer Program (DCE)
- ☞ Direct Commission Lawyer Program (DCL)
- ☞ Direct Commission Environmental Manager Program (DCEM)
- ☞ Physician Assistant Program (PYA)

TRAINING Officers appointed under the Direct Commission Program attend the four-week DCO course.

HOW TO APPLY Qualified civilian and non-Coast Guard applicants should request application forms from the nearest recruiting office. Coast Guard members should request application forms from the [Coast Guard Personnel Command \(CGPC-CGRC\)](#).

Requests should be in letter form and include the applicant's name, address, date of birth, and complete resume of background and experience. Applicants who meet the basic requirements will be furnished a set of application forms.

OFFICER ACCESSION PROGRAMS

RESERVE PROGRAM ADMINISTRATORS (RPA)	RPAs are commissioned Coast Guard Reserve officers in the grade of lieutenant (junior grade) or above on extended active duty to organize, administer, recruit, instruct, or train the Coast Guard's Reserve component.
REFERENCES	COMDTINST M1001.27 (series), Reserve Personnel Management Manual COMDTINST M1000.6 (series), Personnel Manual
RPA PROMOTION LIST	RPAs have their own special occupational field. They do not compete for promotion with officers on the ADPL or IDPL but only with officers on the RPA promotion list.
ASSIGNMENTS	RPAs are required to have a wide knowledge of the Coast Guard to execute their duties properly. They generally are assigned to Reserve administrative duties two-thirds of the time and out-of-specialty tours one-third of the time.
REQUIREMENTS	Any officer on the ADPL or IDPL in the grade of lieutenant or lieutenant (junior grade) must have at least two years' commissioned service at the time the RPA designation board convenes. Those in the grade of lieutenant must have a maximum of three years time in grade when the board convenes.
HOW TO APPLY	Applicants should send a letter request through the chain of command to: <div style="text-align: center;">Coast Guard Personnel Command (CGPC-opm-1) 2100 Second St. S. W. Washington, D. C. 20593-0001</div> The letter should briefly summarize the officer's previous service, educational background, and, if on inactive duty, when the officer will be able to report for duty after notification of selection.
COMMAND ENDORSEMENT	Officers in the chain of command shall make a recommendation about the applicant's potential to serve as an RPA.
DUE DATE	Submit applications in January to arrive at CGPC-opm-1 before phase of the RPA designation board.
NUMBER	Normally between four and six new RPAs are designated each year.
PROVISIONAL RPA	Every officer selected is initially designated as a provisional RPA for a two-year probation; after that period the next RPA designation board will consider the member for designation as a permanent RPA.

OFFICER ACCESSION PROGRAMS

READY RESERVE DIRECT COMMISSION (RRDC) Individuals may apply for a direct commission in the Coast Guard Selected Reserve at the ranks of ensign or lieutenant (junior grade). Enlisted and non-prior service candidates appointed under the program, including graduates who have completed the Maritime Academy Reserve Training Program (MARTP), are required to attend the three week Reserve Officer Candidate Indoctrination (ROCI) course before commissioning.

REFERENCE COMDTINST M1000.6A, Personnel Manual

RRDC QUALIFICATIONS

Type of Commission	Reserve	Temporary
Age	21-33	21-33
Prior Military Service	None	None
Rank	E-5 and above	
Education	Bachelor's or higher OR Have completed one year of study (60 semester hours at an accredited, degree-granting college or university), AND Have satisfactorily completed one college-level math course OR Have passed the DANTES General Mathematics Examination of the CLEP	Bachelor's or higher
Screening Test	Achieve a minimum score on any one of the following qualifications tests: SAT - a combined score of 1100 ACT - a combined score of 21 ASVAB – (AFQT) a minimum of 110 GT	

HOW TO APPLY First complete an eligibility checklist. If you are eligible, send the checklist to your servicing Integrated Support Command ISC/(pf). You will then receive the Ready Reserve Direct Commission (RRDC) application package. Complete it and send it to the ISC (pf) through the chain of command. If you are a civilian or a member of another service apply, to your local Coast Guard recruiter.

RRDC BOARD The ISC screening panel nominates candidates who meet the program's commissioning standards to fill district reserve requirements. The CGPC RRDC Board convenes, normally in March, to select candidates from each ISC's nominations.

OFFICER ACCESSION PROGRAMS

**RESERVE
OFFICER
CANDIDATE
INDOCTRINATION
(ROCI)** Located in New London, Connecticut, ROCI is a source of Coast Guard Reserve commissioned officers. ROCI graduates receive a reserve commission and compete for promotion on the IDPL.

**REQUIREMENT
WAIVER** Those who have held a commission or warrant appointment in the Navy or Coast Guard normally are not required to attend.

PRECOMMISSIONING PROGRAMS

PRE-COMMISSIONING PROGRAM FOR ENLISTED PERSONNEL (PPEP)

PPEP enables selected enlisted personnel with associate degrees to attend college fulltime for up to two years with a goal of qualifying to attend OCS. The program serves as an upward mobility mechanism for qualified enlisted members to become commissioned officers.

REFERENCE

COMDTINST 1131.21 (series), Precommissioning Program for Enlisted Personnel (PPEP)

WHO MAY APPLY

Enlisted Coast Guard or Coast Guard Reserve members on active duty may apply. The member must be E-4 or above and have completed at least four years' active duty service, of which at least two years must be in the Coast Guard as of the selection board date.

OBLIGATIONS

Three years for each year of college.

QUALIFICATIONS

☞ Complete sufficient undergraduate course work to complete requirements for a bachelor's degree in 24 months.

☞ Maintain a GPA of 2.5 or better on a 4.0 scale.

☞ Achieve a minimum score on any one of the three qualification tests:

SAT -- a combined score of 1000

SAT I -- a combined score of 1100

ACT -- a combined score of 21

ASVAB -- a minimum of 110 on the GT

☞ Age: 21-30

CONTACT

Education Services Officer (ESO)


PRECOMMISSIONING PROGRAMS


**NAVAL
ACADEMY
PREPARATORY
SCHOOL (NAPS)** The NAPS program is designed to provide qualified enlisted personnel with the educational skills required to compete effectively for appointments to the Coast Guard Academy. NAPS is specifically aimed at personnel who may have been educationally or culturally deprived, but who have demonstrated in the Coast Guard environment that they possess the potential to become Coast Guard officers.


REFERENCE COMDTINST 1531.2 (series), Coast Guard Academy Preparatory Program

PROGRAM The NAPS program is academically, physically, and mentally demanding. The daily routine strongly emphasizes academic study, military leadership, and athletic preparation. Although subsequent appointment to the Academy is not guaranteed, students have the opportunity to improve their scholastic background, aptitude test (SAT or ACT) score, and adaptability to military discipline and leadership.

WHO MAY APPLY Enlisted personnel who apply for an Academy appointment but are not selected are automatically considered for NAPS. In addition, enlisted personnel may apply directly for the NAPS program.

QUALIFICATIONS  Age: Under 21 by July 1 of the year the program begins

 Degree: High school graduate

OBLIGATION  Two years of active obligated service, as of 15 June of the year the program begins.

WRITE TO:

Director of Admissions
U.S. Coast Guard Academy
15 Mohegan Avenue
New London, CT 06320-4195

PRECOMMISSIONING PROGRAMS

MINORITY OFFICER RECRUITING EFFORT (MORE)	MORE is available to all students attending college. Students attending Historically Black Colleges and Universities (HBCU), member schools of the Hispanic Association of Colleges and Universities (HACU), or other approved institutions with significant minority populations are encouraged to apply.								
BENEFITS	On selection, the candidate enlists in the Coast Guard and performs duties similar to those of the Coast Guard Reserve. The Coast Guard pays for books and tuition during junior and senior year.								
REFERENCE	COMDTINST 1131.16, Minority Officer Recruiting Effort								
QUALIFICATIONS	<p>☞ Achieve a minimum score on any one of these three qualification tests:</p> <table><tr><td>SAT</td><td>combined score of 1000</td></tr><tr><td>SAT I</td><td>combined score of 1100</td></tr><tr><td>ACT</td><td>combined score of 21</td></tr><tr><td>ASVAB</td><td>a minimum of 110 on the GT</td></tr></table> <p>☞ Age: 21-26 upon selection board date.</p> <p>☞ College Status: Sophomore or junior enrolled in a four-year degree program at an approved institution.</p> <p>☞ Maintain a 2.5 GPA or better on a 4.0 scale.</p>	SAT	combined score of 1000	SAT I	combined score of 1100	ACT	combined score of 21	ASVAB	a minimum of 110 on the GT
SAT	combined score of 1000								
SAT I	combined score of 1100								
ACT	combined score of 21								
ASVAB	a minimum of 110 on the GT								
OBLIGATED SERVICE	MORE candidates enlist in the regular Coast Guard for a four-year active duty obligation.								

PRECOMMISSIONING PROGRAMS

MARITIME ACADEMY RESERVE TRAINING PROGRAM (MARTP)

The Maritime Academy Reserve Training Program (MARTP) was created to increase the number of technically trained officers with industry related backgrounds. MARTP is designed to attract the highest performing cadets to a Coast Guard Reserve commissioning program at the end of their freshman year. Upon completion of the MARTP and graduation, the cadets will be commissioned as Ensigns in the reserve. The cadets will also be offered the opportunity to compete for active service via the Maritime Academy Graduate Direct Commission (MARGRAD) Program and other direct commissioning programs.

PROGRAM OBJECTIVE

The program objectives are to provide highly qualified prospective Coast Guard officers with the broadest experience and enhanced potential to excel as a regular or reserve career officer. MARTP also provides cadets with field experiences with marine inspectors, investigators, and pollution responders, which enable the students to better understand Coast Guard missions and carry back positive experiences to their classmates and the marine industry.

REFERENCE

COMDTINST 1131.22A, Maritime Academy Reserve Training Program (MARTP)

CHIEF WARRANT OFFICER APPOINTMENT PROCESS

INTRODUCTION	The Chief Warrant Officer (CWO) appointment process emphasizes performance as the most critical factor in appointment.
REFERENCE	COMDTINST M1000.6 (series), Personnel Manual
ELIGIBILITY	The CWO Appointment Board convenes annually in June. Candidates must meet all eligibility requirements in Section 1.D. of the Personnel Manual by 1 January before each board.
RESUME AND OER	<p>All primary and alternate candidates submit their resume to the President, CWO Appointment Board, through their chain of command. Mail the resume in the format below to CGPC-opm-1.</p> <ul style="list-style-type: none">☞ Two-page limit, single-spaced, single-sided, 12-point text.☞ A historical summary of primary and collateral duties.☞ A summary of major professional accomplishments.☞ A summary of the reason(s) for desiring appointment to Warrant grade. <p>Commanding officers shall forward resumes without comment (signature endorsement only) and enclose a completed OER, CG-5310A, without numbers assigned.</p>
APPLICATION TIPS	Have a strong OER; this is an important eligibility requirement in the selection process. Recommendations are based on an individual's qualities of leadership, personal integrity, and potential to perform as a warrant officer.
PHASE ONE: PRE-BOARD	<p>Minimum pre-board scores are established annually for primary and alternate candidates in each specialty.</p> <p>These factors rank candidates in the pre-board phase:</p> <ul style="list-style-type: none">☞ Experience (time-in-grade requirements) accounts for 40% of the pre-board score.☞ The last four years of enlisted performance evaluation marks (computed to 1 January preceding the Board) accounts for the other 60% of the pre-board score.

CHIEF WARRANT OFFICER APPOINTMENT PROCESS

NUMBER OF CANDIDATES CONSIDERED

Not all candidates move from the pre-board to the board phase; the number depends on predicted vacancies plus an additional number for unanticipated vacancies. The board will consider all primary candidates' records and consider an alternate's record only when necessary to replace a primary candidate.

PHASE TWO: BOARD

The board convenes in June. In this phase, the Warrant Officer Appointment Board (WOAB) has full authority to recommend to the Commandant the candidates whom it considers fully qualified. The candidates will be ranked in the order in which the board considers them best qualified.

FINAL ELIGIBILITY LIST

The final eligibility list, published by ALCGPERSCOM message, announces cuts based on projected service needs. Personnel names appearing at or above the cut-off are guaranteed appointments as vacancies occur. Normally, the first appointments are made 1 June of the year following the board. However, appointments could be made earlier if service needs dictate and the current list for that specialty has been exhausted.

ENLISTED ADVANCEMENTS

If you are at or above the cut-off for appointment to chief warrant officer, you are ineligible to advance to CPO, SCPO, or MCPO. If you decide to decline appointment, you must notify CGPC-opm-1 and CGPC-epm-1 within 60 days of the date time group of the publication of the final eligibility list.

REVERTING

Warrant officers cannot revert to their formerly held enlisted grade because they are discharged from the Coast Guard the day before they are appointed to warrant grade. There is no provision to revert except as a result of special board action.

RESERVE CHIEF WARRANT OFFICER APPOINTMENT PROCESS

INTRODUCTION The chief warrant officer appointment process, conducted in two phases, emphasizes performance as the most critical factor in appointment.

REFERENCE COMDTINST M1001.28 (series), Reserve Policy Manual

ELIGIBILITY The CWO Appointment Board convenes annually in December. Candidates must meet all eligibility requirements in section 7-F of the Reserve Policy Manual by 1 June before each board.

RESUME, COMMUNICATION AND OER All candidates shall submit their resume to the "President, CWO Appointment Board" through their chain of command. The resume and communication shall be mailed to CGPC-rpm. The communication shall be submitted as follows:

- ☞ Two-page limit, single-spaced, single-sided, 12-point text.
 - ☞ A historical summary of primary and collateral duties.
 - ☞ A summary of major professional accomplishments.
 - ☞ A summary of the reason(s) for desiring appointment to warrant grade.
 - ☞ Commanding officers shall forward resumes and communications without comment (signature endorsement only) and enclose a completed OER, CG-5310A, without numbers assigned.
-

OER Have a strong OER – This is an important eligibility requirement in the selection process. Recommendations are based on an individual's qualities of leadership, personal integrity, and potential to perform as a warrant officer.

PHASE ONE: PREBOARD These factors rank candidates in the pre-board phase:

- ☞ Experience (time-in-grade requirements) accounts for 40% of the pre-board score.
- ☞ The last four years of enlisted performance evaluation marks (computed to 1 June preceding the Board) accounts for the other 60% of the pre-board score.

NUMBER OF CANDIDATES CONSIDERED The board will consider all candidates' records.

RESERVE CHIEF WARRANT OFFICER APPOINTMENT PROCESS

PHASE TWO: BOARD

In the board phase (the board convenes in December), the Warrant Officer Appointment Board (WOAB) has full authority to recommend to the Commandant the candidates whom it considers fully qualified, ranked in the order in which the board considers them best qualified.

FINAL ELIGIBILITY LIST

The final eligibility list, published by ALCGPERSCOM message, announces those candidates the board considers fully qualified. The candidates are listed under their ISC by specialty and ranked by best qualified as determined by the board. Normally, the first appointments are made 1 June of the year following the board. However, appointments could be made earlier if service needs dictate and the current list for that specialty has been exhausted.

Appointments are made based on available billets, by specialty, within Integrated Support Commands.

ENLISTED ADVANCEMENTS

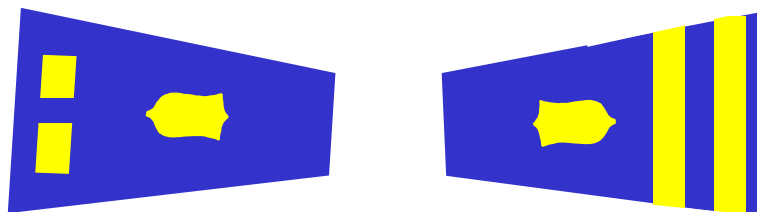
If you accept appointment to chief warrant officer, you are ineligible for advancement to CPO, SCPO or MCPO. If you decide to decline appointment, you must notify CGPC-rpm within 60 days of the date time group of the publication of the final eligibility list.

REVERTING

Warrant officers cannot revert to their formerly held enlisted grade because they are discharged from the Coast Guard the day before they are appointed to warrant grade. There is no provision to revert except as a result of special board action.

CHIEF WARRANT OFFICER TO LIEUTENANT PROGRAM

GOAL



The warrant to lieutenant program is designed to improve the inventory of ADPL officers in the middle grades in certain occupational fields where warrant officers' special skills and experience are needed to round out the experience of the total officer population. A secondary objective is to provide a limited opportunity for promotion for deserving senior members of the warrant officer corps.

NUMBER SELECTED

The exact numbers and specialties are determined annually based on projected service needs and after considering the impact on critical enlisted rates, officer promotion rates, and other officer accessions. This information is promulgated by message.

TYPE OF APPOINTMENT

Those selected are offered an appointment as a temporary officer, placed on the Active Duty Promotion List, and remain eligible for promotion in their permanent warrant officer grade.

WHO MAY APPLY

Applications will be considered from chief warrant officers W-2 who have been selected and are scheduled for promotion to W-3 on or before 30 June following the CWO to LT selection board and chief warrant officers, W-3 and W-4. Chief warrant officers W-2 eligible for selection to W-3 within the same promotion year are also eligible to apply. There is no Reserve CWO to LT program.

TIME IN SERVICE

You must have completed between 13 and 26 years of active service for retirement as of 30 June following the warrant to lieutenant selection board.

DEADLINE

Submit an application by 1 October.

BOARD DATE

The warrant to lieutenant board meets annually in November.

OBLIGATION

Three years from appointment date.

CHIEF WARRANT OFFICER TO LIEUTENANT PROGRAM

HOW TO APPLY Submit an application in letter form through the chain of command to:

Coast Guard Personnel Command (CGPC-opm-1)

State your preferred occupational field and provide a short statement addressing the reasons for aspiring to the grade of lieutenant. Recommendation letters are not allowed.

APPLYING FOR OCCUPATIONAL FIELD

You may apply only for occupational fields related to your warrant officer specialty. However, some warrant specialties can apply to more than one lieutenant occupational specialty.

DUTY ASSIGNMENTS

Warrants selected to lieutenant will be assigned to duty within the primary occupational field for which they were selected.

OCCUPATIONS

<u>OCCUPATIONAL FIELD</u>	<u>RELATED CWO SPECIALTY</u>
Surface Operations	BOSN
Weapons	WEPS
Merchant Marine Safety (deck)	BOSN/MAT/WEPS/ENG
Merchant Marine Safety (engineering)	ENG/BOSN/MAT/WEPS
Naval Engineering	ENG
Communications	COMMS
Electronics	ELC
Personnel Administration	PERS
Finance and Supply	F & S
Medical Administration	MED
Photojournalist	INF
Aviation Engineering	AVI

CHIEF WARRANT OFFICER TO LTJG (OCS)

OCS

Chief warrant officers also can apply to OCS for a commission as lieutenant (junior grade). Chief warrant officers attend OIS, the academic portion of OCS, since they are already commissioned officers. On graduation, they receive temporary commissions and can later integrate.

QUALIFICATIONS

Eligibility and application procedures are the same as enlisted OCS applicants except:

Time in Grade: Chief warrant officer applicants for temporary commissions as lieutenant (junior grade) must have at least 21 months as a chief warrant officer as of the published class convening date.

Age: Warrant officers are eligible until they reach their 40th birthday.

PROMOTION LISTS

ACTIVE DUTY PROMOTION LIST (ADPL) SENIORITY

The Commandant maintains a single ADPL of Coast Guard officers on active duty as CWO and above used principally to determine precedence for promotion (Title 14, U.S.C., Section 41(a)). The ADPL is contained in the Register of Officers, COMDTINST M1427.1 (series).

OFFICERS ON THE ADPL

Officers are listed on the ADPL in the order of seniority in the grades in which they serve. Officers serving in the same grade are carried in the order of their seniority in that grade.

There are four categories of officers on the ADPL:

- ☞ Permanent regular
- ☞ Temporary regular
- ☞ Reserve on extended active duty
- ☞ Ready Reserve on extended active duty

NOT INCLUDED

The ADPL does not include:

- ☞ Retired officers recalled to active duty
- ☞ Permanent commissioned teaching staff of the Coast Guard Academy
- ☞ Reserve Program Administrators (RPAs)
- ☞ Ready Reserve officers assigned to the IDPL
- ☞ Public Health Service (PHS) officers detailed to the Coast Guard and managed as Coast Guard officers (see 3-4 and 4-45).

SIGNAL NUMBER

Officers on the ADPL are assigned a signal number annually designating their seniority in relation to other active duty officers.

CWO PRECEDENCE

CWOs are also listed in the register. Their initial order of precedence is determined by their initial date of appointment. Officers appointed on the same date will appear in the register in the same relative manner (by specialty) as they appeared on the relevant final eligibility list for appointment to warrant grade. The hierarchy of the specialties is specified in Article 2.a(1) of the Personnel Manual (COMDTINST M1000.series).

PROMOTION LISTS

**INACTIVE DUTY
PROMOTION LIST
(IDPL)** The lineal list of Coast Guard Reserve officers in an active status is maintained on the IDPL. The IDPL does not include:

☞ Reserve officers on extended active duty

☞ Reserve Program Administrators

RESERVE RUNNING MATE SYSTEM

IDPL promotion system is based on the running mate system. Each IDPL officer has a running mate on the ADPL. The ADPL officer will be senior to the IDPL officer.

The IDPL officer, if selected for promotion, will have the same promotion date as his/her ADPL running mate. If the ADPL running mate is not selected for promotion, the next senior ADPL officer that was selected for promotion will become the IDPL's new running mate.

A new ADPL running mate will be assigned if the ADPL officer is promoted, passed over, discharged or retired before the IDPL officer.

EXTENSIONS

EXTENSION

Reserve officers serving on active duty may apply for extensions of active duty agreements. This is especially important for reserve officers on initial periods of active duty who wish to integrate into the regular Coast Guard. (Temporary officers and those selected for promotion by an ADPL best-qualified board, do not need to apply for an extension to integrate).

REFERENCE

COMDTINST 1401.5 (series), Officer Personnel Board/Panel Schedule
COMDTINST M1000.6 (series), Personnel Manual

HOW TO APPLY

To apply for an extension, send a letter request through the chain of command to:

Coast Guard Personnel Command (CGPC-opm-1)

Requests must be submitted in time for the appropriate reserve officer extension board to consider them.

COMMAND ENDORSEMENT

The commanding officer's endorsement should discuss the applicant's suitability for continued service and any special qualifications or abilities.

RESERVE EXTENSION BOARD

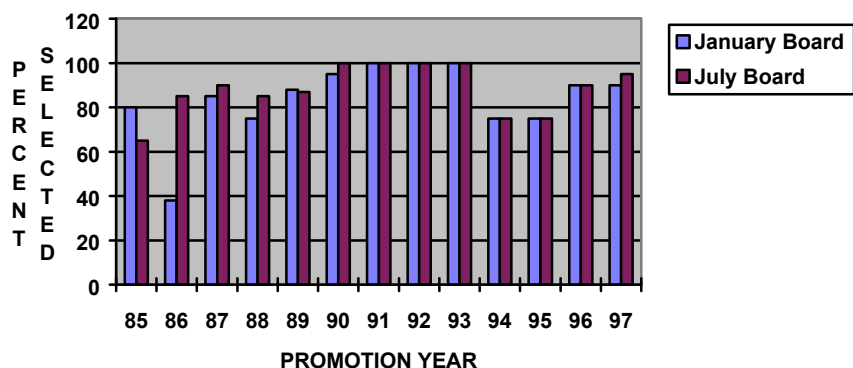
☞ The reserve officer extension board normally meets in January and July.

☞ Extension requests normally are due one month before the board meets.

☞ The board considers officers on a best-qualified basis.

OPPORTUNITY TO EXTEND

The opportunity to extend has varied greatly over the past 12 years depending on the needs of the Service.



INTEGRATION

PURPOSE

Reserve officers who remain on active duty for an extended time to meet routine Service needs lose their status as trained officers held in reserve for an emergency. Similarly, temporary regular officers hold probationary commissions for several years while retaining a permanent status as enlisted or warrant. Once a best-qualified promotion board selects temporary and reserve officers (usually lieutenant), it is expected they possess the potential and skills for long-term active duty service. At this point, reserve and temporary officers can apply for integration.

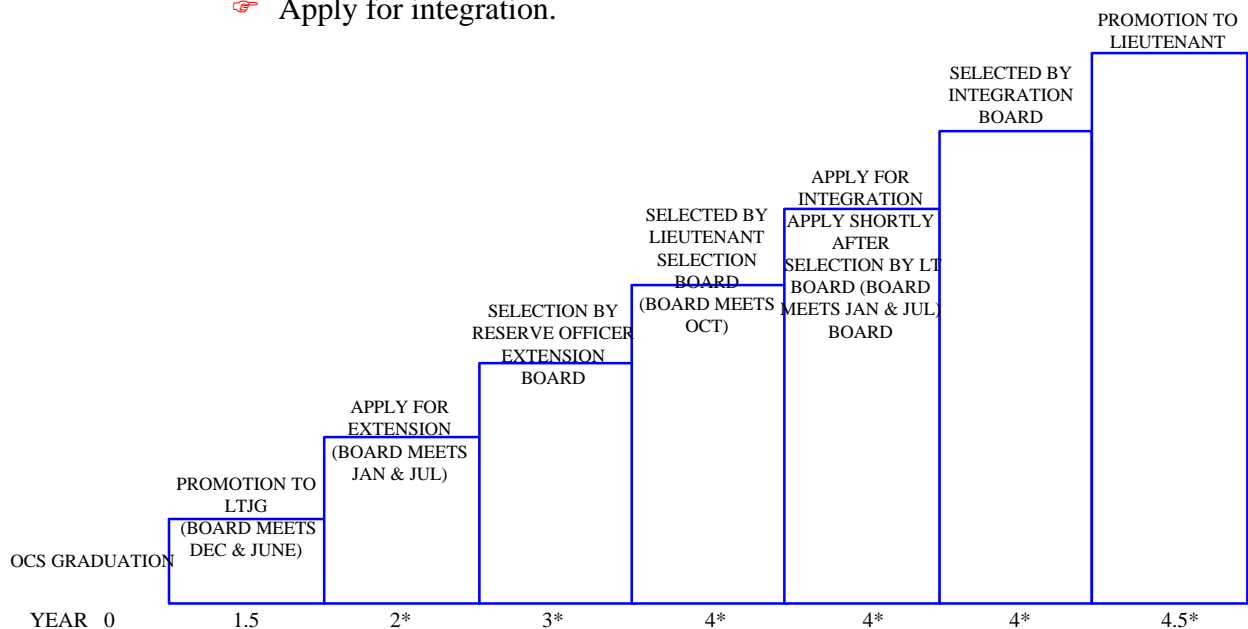
REQUIREMENTS

- ☞ Comply with maximum allowable weight standards.
- ☞ Complete at least two years' active duty in the Coast Guard during current active duty period.
- ☞ ADPL board selects for promotion under the best-qualified system.
- ☞ Meet requirements during the current period of active duty.

STEPS TO INTEGRATION

For officers commissioned as ensigns:

- ☞ Near the end of the three-year obligation, apply for and receive extension.
- ☞ Be selected for lieutenant.
- ☞ Apply for integration.



* EXACT TIMING WILL DEPEND ON COMMISSIONING DATE.

INTEGRATION

LTJG

For officers commissioned LTJG or above:

INTEGRATION

- ☞ Be selected for promotion by an ADPL best-qualified board.
- ☞ Apply for integration.

HOW TO APPLY

To apply for integration send a letter request through your chain of command to:

[Coast Guard Personnel Command \(CGPC-opm-1\)](#)

Submit your request within 90 days of when the integration panel is scheduled to meet.

INTEGRATION PANEL

The commanding officer's endorsement should discuss the applicant's suitability for continued service and any particular special qualifications or abilities.

- ☞ The integration panel normally meets in January and July.
 - ☞ The panel will consider officers on a fully-qualified basis.
-

CHAPTER 4

OFFICER CAREER PATHS

- ❑ Occupations
- ❑ Aviation
- ❑ Command, Control, Communications and Computers (C4)
 - ❑ Computer Information Systems Management
 - ❑ Electrical Engineering
 - ❑ Telecommunications Management
- ❑ Engineering Logistics
- ❑ Civil Engineering
- ❑ Naval Engineering
- ❑ Financial Resource Management
- ❑ Human Resource Management
- ❑ Health Services
- ❑ Legal
- ❑ Marine Safety
- ❑ Operations
 - ❑ Operations Afloat
 - ❑ Operations Ashore
 - ❑ Operations Law Enforcement
 - ❑ Operations Intelligence
- ❑ Reserve Program Management
- ❑ Selected Reserve Officers

OCCUPATIONS

WHAT DO YOU WANT TO BE?

As a Coast Guard officer, you are expected to lead first and possess particular areas of expertise where you can employ these leadership qualities. The area of expertise you decide to specialize in may be your most important career decision. Specialty decisions should be made early in one's career, for opportunities may be lost. For example, an officer who desires an afloat career and does not get an afloat assignment during the first or second tour, may limit their opportunities to pursue an this specialty.

REFERENCES

COMDTINST M5320.7 (series), Commissioned and Warrant Officer Billet Manual

COMDTINST M1427.1 (series), Register of Officers

CAREER PATH PLANNING

In planning your career path some things to consider are:

- ☞ Your personal interests and goals
- ☞ Career path entry requirements and points
- ☞ Timing and type of assignment opportunities
- ☞ Postgraduate education

OCCUPATIONAL SPECIALTIES

Although each Coast Guard billet is unique, some billets have been grouped into generally accepted "occupational specialties" with similar sets of professional skills and experience requirements. Refer to COMDTINST M532.7Q, Officer Billet Manual for complete listing of occupational specialties. Some of these include:

- ☐ Aviation
- ☐ Civil Engineering
- ☐ Command, Control , Communications and Computers
- ☐ Electrical Engineering
- ☐ Health Care
- ☐ Human Resource Management
- ☐ Legal
- ☐ Marine Safety
- ☐ Naval Engineering
- ☐ Operations Afloat
- ☐ Operations Ashore
- ☐ Reserve Program Management

SPECIALTIES AND PROMOTION

When considering officers for promotion, selection boards base their decisions on performance without regard to occupational specialty

OCCUPATIONS

OUT-OF-SPECIALTY TOURS

With few exceptions, it is neither recommended nor desirable for you to spend an entire Coast Guard career in a single specialty (engineers will typically spend most of their career in a specialty). To be successful, you must understand a broad range of Coast Guard policy and management. You probably will have one or more out-of-specialty assignments during your career, especially as you become more senior. How often you pursue an out-of-specialty tour depends on your goals, interests, and needs of the service. Generally speaking, the fewer the billets in the primary occupational specialty, the more actively you should pursue out-of-specialty tours. Assignment to an out-of-specialty tour is possible only if more officers in that specialty are available for transfer than there are specialty billets available.

GENERAL ADMINISTRATION, HUMAN RESOURCE MANAGEMENT (HRM) AND MANAGEMENT

These three groups of Officer Billet Codes (OBCs) cover a wide variety of specialties and may contain billets from other generally accepted career fields (e.g., medical administration, data processing) or single career fields (legal) within their OBCs. The total number of billets exceeds 850. Assignments may be in General Administration, Human Resource Management or Management OBCs. However, in the future, some assignments in Human Resource Management OBCs will not be considered out-of-specialty tours, but will be considered as the core assignments of the emerging human resources profession.

GENERAL ADMINISTRATION

OBC 01 – General Command and Staff—55
OBC 02 – Civil rights—6
OBC 03 – Public and international affairs—31
OBC 04 – Legal—135
OBC 05 – Reserve programs—35
OBC 06 – Inspection—5
OBC 08 – Special aides, assistants and liaisons – 52
OBC 09 – Staff services and security—2

HUMAN RESOURCE MANAGEMENT

OBC 10 – Human Resource Management, General—75
OBC 11 – Human Resource Management, Officer—22
OBC 12 – Human Resource Management, Enlisted—22
OBC 14 – Recruiting—23
OBC 15 – Training—161
OBC 16 – Personnel systems—2
OBC 17 – Personnel services—13
OBC 19 – Medical administration—20

OCCUPATIONS

MANAGEMENT

OBC 20 – Management, General—53
OBC 21 - Planning, programming, and budgeting—69
OBC 22 - Data processing—21
OBC 23 - Research and development—3
OBC 25 – Planning, General—32
OBC 26 - Information resources management—98
OBC 27 - Management contingency and defense—1
OBC 28 - Acquisition or project manager—1

SECONDARY SPECIALTIES

Another strategy in planning out-of-specialty tours is to plan a secondary specialty, for example, a primary emphasis in Operations Afloat with a secondary specialty in Human Resources.

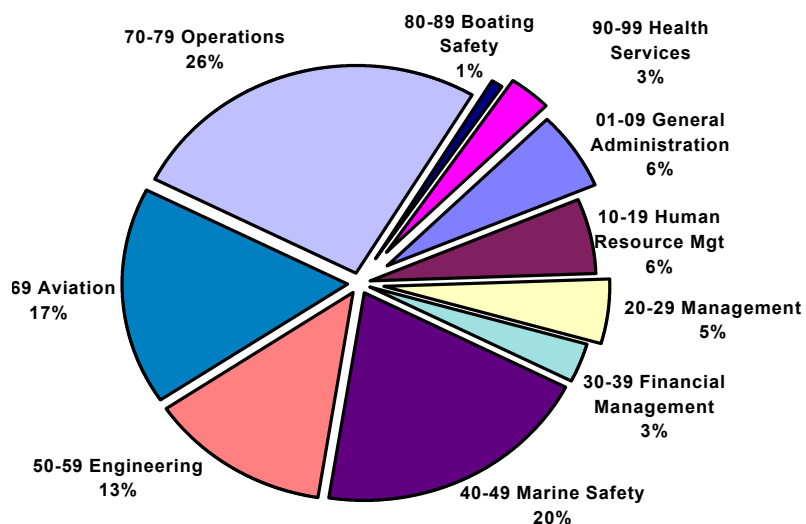
CAREER PLANNING DECISIONS

The Coast Guard maintains no single source of career guidance policy, no one preferred career route, no ticket punching, fast-track assignment, advanced schooling, or other special means to ensure promotion. On the other hand, certain career actions may have an adverse impact, such as more than two consecutive staff tours as a junior officer. Consider striking a balance between specialization and general Coast Guard career development.

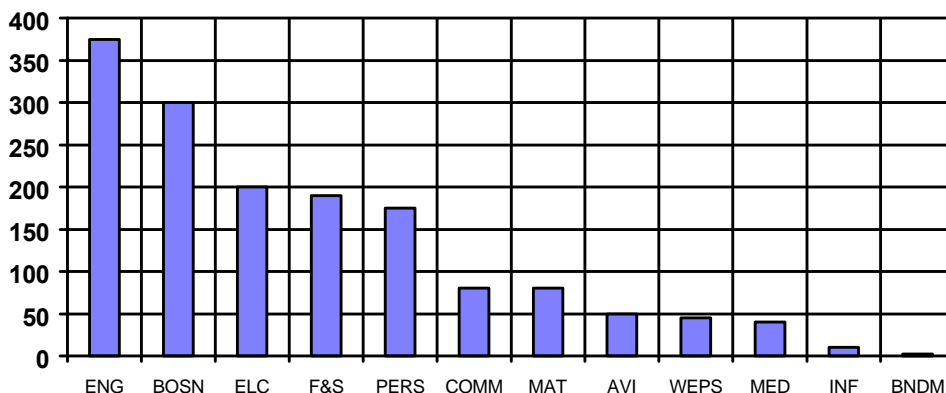
OCCUPATIONS

OFFICER BILLET CODE The Officer Billet Code system used in the Commissioned and Warrant Officer Billet Manual describes each Coast Guard officer billet. The first two OBC digits, the Primary Occupational Field identifier, represent the billet's functional field, not necessarily the incumbent's qualification requirements. The Billet Manual lists 10 Primary Occupational Fields:

Percent of Total Billets



CHIEF WARRANT OFFICER SPECIALTIES



CWO DISTRIBUTION BY SPECIALTY

OCCUPATIONS

CAREER PATH AND ASSIGNMENTS

Four important factors apply to career paths and assignment opportunities.

- ☞ FIRST, once you choose a career path, the number of assignments in a specialty depends on the number of billets in it.
- ☞ SECOND, regardless of your occupational specialty, assignment opportunities exist in other specialties when the needs of the Service allow (these opportunities decrease with seniority.)
- ☞ THIRD, officers lacking early operational experience have fewer opportunities to obtain this experience as they become more senior.
- ☞ FOURTH, many captains are not directly connected with only one career field; they tend to cross boundaries into overall management and supervisory functions.

EXPERIENCE INDICATORS

Each officer from ensign through captain in the Register of Officers has an eight-digit experience indicator. CGPC-opm-2 assigns experience indicators to help track individuals with specialized training and facilitate statistical data collection are not used for promotion purposes.

RESERVE EXPERIENCE INDICATORS

Officers in the Selected Reserve must qualify for their primary experience indicator code within four years of the date the requirement was assigned. Failure to do so may result in the officer's being placed in a probationary status or being transferred to the IRR.

AVIATION

INTRODUCTION The use of aircraft to support Coast Guard missions and objectives has resulted in career paths with significant potential for aviation officers. In fact, more than 20 percent of the Coast Guard officer corps wear the 'gold wing'. An officer entering this specialty can expect to spend the greater portion of their career applying aviation skills while performing a variety of missions in Coast Guard aircraft.

SCOPE Coast Guard aircraft cover the entire profile of Coast Guard operations. From helicopters operating off flight deck-equipped cutters supporting law enforcement and SAR missions, to long-range patrols in fixed wing aircraft supporting the International Ice Patrol, to high speed jets intercepting airborne drug smugglers, Coast Guard aircraft are involved in every mission area. Aviation support must be available day or night, regardless of weather; therefore, Coast Guard aviators must be accomplished, all-weather pilots.

FLIGHT TRAINING Lasting between 18 and 24 months, flight training prepares officers for aviation duty. Naval flight training consists of ground school courses (academics, aircraft systems, land and sea survival) followed by primary and intermediate flight training in basic fixed-wing aircraft. Advanced flight training involves specializing in fixed-wing (multi-engine) aircraft or helicopters while continuing ground school courses in advanced navigation and overwater operations. After completing flight training and designation as a Coast Guard aviator, an officer moves on to complete transitional training in a Coast Guard aircraft.

APPLICATION

- ☞ A strong command endorsement.
- ☞ A strong performance record.
- ☞ A complete flight physical examination. The most common element for flight student disqualification is an incomplete exam or other medical problem.

AVIATION

INITIAL ASSIGNMENTS

A junior officer graduating from the Coast Guard Academy must complete at least a partial tour at sea before going to flight school. OCS graduates may enter flight training immediately on commissioning. After selection for flight training and qualifying physically, an Academy or OCS graduate enters training at the Naval Air Training Command in Pensacola, Florida. Based on current Service needs, officers may pursue a course of study leading to qualification as a rotary-wing (helicopter) or fixed-wing (multi-engine) aviator. On successfully completing the advanced phase of flight training, all officers are designated Coast Guard Aviators; they must meet the same standards, achieve the same qualifications, and wear the same wings as their U.S. Navy and Marine Corps counterparts. Aviation graduates incur an obligation to serve five years on completing flight training in addition to any other educational or training-related service obligation incurred before entering flight training.

DIRECT COMMISSION AVIATORS

In addition to officers sent to flight training, the Coast Guard may grant direct commissions (as lieutenant junior grade or ensign) to individuals who have completed a military flight training program in another service. The application and selection process for these officers is managed through Coast Guard Recruiting. These officers bypass flight training and go to assignments in the aviation field commensurate with their level of experience.

AVIATION CAREER INCENTIVE PAY

Designated and in-training aviators earn Aviation Career Incentive Pay (ACIP), which continues uninterrupted through the 25th year of commissioned service, provided the aviator maintains designation, meets physical requirements, and spends a certain minimum time in aviation assignments.

OUT-OF- SPECIALTY TOURS

Rotation out-of-specialty (sometimes called “rotational tours”) may begin after the first or second aviation tour. Aviators may receive career-broadening assignments in District Command Centers or various staffs at the District, Area, and Headquarters level. An aviator rotating out-of-specialty while in the grades of Lieutenant or junior Lieutenant Commander can normally expect to return to a duty-standing aviation tour.

ADVANCED EDUCATIONAL OPPORTUNITIES FOR AVIATORS

Although the Coast Guard needs to retain aviators in the specialty for which they have been trained, there are a few programs in which aviators continue to excel outside the cockpit. These programs include the aviation-related engineering curriculum (discussed below), operations analysis, public administration, management of technology, the Naval War College (Command and Staff), and the Marine Corps Command and Staff College. These advanced degrees prepare mid-level aviators for rewarding staff assignments in planning, policy, and program management positions.

AVIATION

COMMAND OPPORTUNITIES

Opportunities exist at the captain and commander level for air station commands. All command positions require prior assignment in a “pre-command” billet (air station Executive Officer, Operations Officer, Engineering Officer) at the commander or lieutenant commander level. The aviation command screening panel typically meets in October.

SENIOR LEVEL ASSIGNMENTS

As an aviator reaches the Coast Guard upper echelons, the career emphasis shifts from maintaining pilot skills to demonstrating senior management skills. Senior aviators may attend a professional school such as the Armed Forces Staff College, Air War College, Industrial College of the Armed Forces or the Naval War College. As an aviator enters the senior grades, the out-of-specialty tour policy changes because the officer may not necessarily return to aviation after a rotational tour. In fact, as an aviator becomes progressively more senior, there is a substantial probability he or she will go out-of-specialty and not return before retirement because of the limited number of very senior billets in aviation.

OTHER AVIATION SUB- SPECIALTIES

While the majority of Coast Guard aviators serve as operational aircraft pilots, some aviators may choose to perform vital functions in other aviation areas including:

☞ Aviation Maintenance

☞ Aviation Safety

QUALIFI- CATIONS

Qualifying in the various aviation subspecialties may require advanced education, short-term resident training, or on-the-job training. This specialization increases an officer's scope of knowledge and value to the Service.

AVIATION MAINTENANCE OFFICERS

Aviation maintenance officers support Coast Guard aircraft by managing the maintenance program. To specialize as an aviation maintenance officer, an officer must first qualify as a Coast Guard aviator. The normal career pattern proceeds from pilot qualification to applying for the aircraft maintenance-officer-in-training program as described in the Training and Education Manual. This program combines on-the-job training with short-term technical schooling over a 12-month period. This program concludes with designation as an aviation maintenance officer. This training process prepares an officer to manage an air station's engineering department.

AVIATION

ADVANCED EDUCATION

After one or two tours at aviation units, aircraft maintenance officers may apply for advanced education to obtain an advanced degree. These programs typically last 12 to 24 months and prepare an officer to serve in a program or industrial management staff position.

AERONAUTICAL ENGINEERING & ENGINEERING ADMINISTRATION

Graduates of the aeronautical engineering, operations research and engineering administration postgraduate programs plan, develop, and support new Coast Guard aircraft systems and manage the Service wide aircraft maintenance program.

AVIONICS ENGINEERING & OPERATIONS RESEARCH

The avionics engineering degree prepares designated aviation maintenance officers to manage equipment procurement and avionics systems integration projects. Rapid growth and ever-changing technology in the aerospace sector provide a constant challenge for these officers as they integrate, maintain, and logistically support Coast Guard aircraft.

ASSIGNMENT OPPORTUNITIES IN AVIATION MAINTENANCE

At the lieutenant level or any time thereafter, an officer may request postgraduate or professional education. Mid- and senior-level staff positions in aeronautical engineering and engineering administration often require an advanced degree, as does avionics engineering. Assignment to most unit-level aviation engineering officer positions can be obtained without postgraduate education.

FLIGHT SAFETY OFFICERS

Flight Safety Officers (FSO) carry out the air station command safety program including mishap prevention, investigation and causal analysis, crew resource management training, and liaison with DoD and other local safety resources. A cadre of flight safety officers in each major airframe are selected as specialty mishap investigators for class A/B mishaps.

QUALIFICATIONS AND OPPORTUNITIES

Officers who enter the flight safety sub-specialty are normally experienced aviators who have completed at least one tour as an aircraft commander. They are selected for the program based on performance and the recommendation from their commanding officers. They must complete one of the DoD aviation safety officer programs before assignment as a flight safety officer. Follow-on professional training is available on various flight safety subjects. Selected officers typically serve as an assistant flight safety officer or ground safety officer at a large unit before assignment as the flight safety officer at a smaller air station. Some officers at the lieutenant commander level will choose follow-on assignments in safety which include command safety officer at a large air station or various staff assignments in flight safety at headquarters. Additionally, a small cadre of FSOs are selected for and trained as accident investigation specialists to serve on mishap analysis boards. Commanders and captains with experience in safety are often selected to be mishap board presidents.

COMMAND, CONTROL, COMMUNICATIONS AND COMPUTERS (C4)

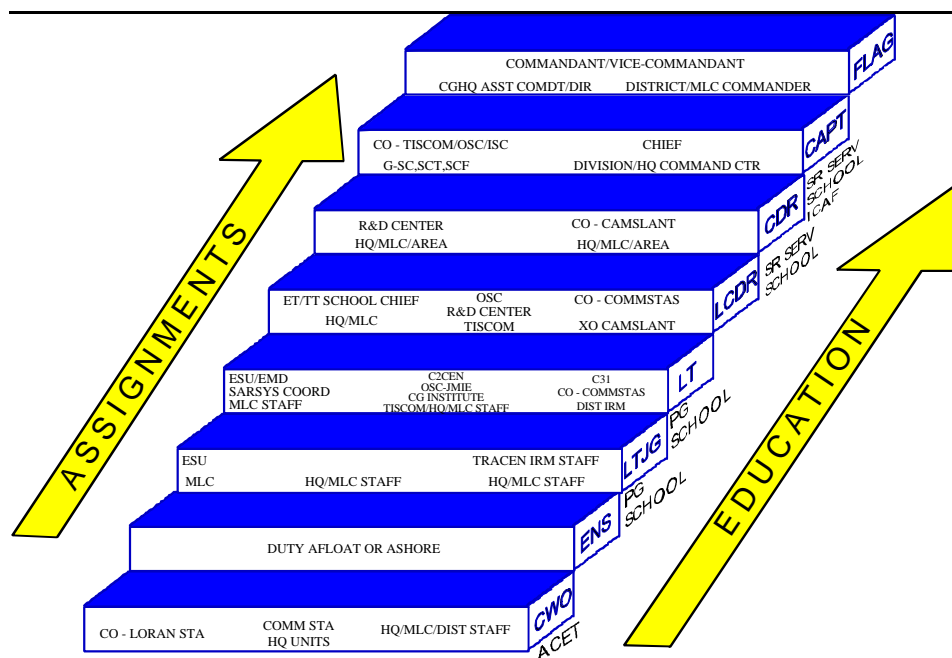
INTRODUCTION The Coast Guard is a prolific user of information technology at all organizational levels, from the smallest operational unit to the Commandant's office. As used here, the term "information technology" is very broad, encompassing virtually all Coast Guard computer, information, communication, and electronic systems.

PROGRAMS

While Coast Guard information technology contains three primary specialties, a substantial interrelationship exists among them:

- ☞ Electrical Engineering (OBC 58)
- ☞ Computer and Information System Management (OBC 22 and 26)
- ☞ Telecommunications Management (OBC 74)

C4 BILLET STRUCTURE



COMPUTER INFORMATION SYSTEMS MANAGEMENT

SCOPE	Computer and information systems managers specify, procure, implement, test, validate, configure, maintain, and manage computer and information systems and computer networks. They may work with Coast Guard standard or non-standard computer systems and various Coast Guard information systems (e.g., SARMIS, LEIS, MSIS, etc.). Tasks include database administration, systems analysis and design, network design and administration, systems integration, and information or computer systems management.
SKILL REQUIREMENTS	Significant practical experience with computer or information systems (e.g., prior enlisted with regional system manager experience) or an undergraduate Bachelor of Science degree in Computer Science or Information Systems is expected. A postgraduate degree is preferred.
ASSIGNMENTS	Officers in computer and information systems should plan to serve in specialty and rotational tours, building on previous assignments. Initial assignments are to the TISCOM, C2CEN, R&D Center, Operation Systems Center, Coast Guard Supply Center, or Coast Guard Headquarters. By the time an officer reaches the commander level, distinctions between information system specialties and identification with a particular specialty blur. These officers' primary in-specialty contribution then becomes overall technical management of any or all information systems disciplines.
COMMAND OPPORTUNITIES	Computer and information systems specialists have command opportunities at the C2CEN for commanders and Operations Systems Center for captains. Candidates with an information system management background may be considered for command of an ESU. Command opportunities are commensurate with an officer's experience, qualifications, and performance.
OUT-OF-SPECIALTY TOURS	Computer and information system managers are highly encouraged and actively supported in seeking operational, out-of-specialty tours.
ADVANCED EDUCATION	The computer and information systems management specialty has an advanced education program. The Information Technology Management program currently sends some candidates to universities to earn a Master of Science in Information Systems. Other candidates are given approval to pursue and to earn a Master of Science in either Computer Science or Software Systems Engineering. Additionally, each year, candidates are selected for the Advanced Computer and Electronic Technology (ACET) program, attending universities to earn either an associate or bachelor's degree in Computer Science or Information Systems. The program manager (G-SRF) approves each university and curriculum. The first assignment after advanced education develops practical applications which adapt theoretical knowledge to current Coast Guard projects.

ELECTRICAL ENGINEERING

SCOPE

Electrical engineers develop specifications, procure, test, evaluate, install, modify, manage configuration, and maintain the life-cycle of non-aviation electronic systems, including shipboard command and control systems, navigation and radar systems, and voice and data communication systems.

SKILL REQUIREMENTS

An undergraduate Bachelor of Science degree in Electrical Engineering, a related technical degree, or related prior enlisted experience (e.g., ET, TT, etc.) is expected. A postgraduate degree is preferred for some billets.

ASSIGNMENTS

Electrical engineering officers should plan both follow-on and specialty tours building on previous assignments. Initial assignments are usually at the Electronics Support Unit, Telecommunication and Information Systems Command (TISCOM), C2CEN, and the R&D Center. Other possible assignments include an MLC or Headquarters tour. By the time an officer reaches the commander level, distinctions between technical specialties blur and their primary in-specialty contribution then becomes overall technical management for any or all information technology disciplines.

COMMAND OPPORTUNITIES

Electrical engineers have several command opportunities. There are LORAN-C Coordinator of Chain Operations (COCO) positions at the level of Lieutenant. Electronic Support Units (ESUs) provide several command cadre positions for LCDRs and CDRs. For captains, command assignments include TISCOM, OSC, C2CEN, R&D Center, Navigation Center (NAVCEN) and competition with other engineers for the Integrated Support Commands (ISCs).

OUT-OF- SPECIALTY TOURS

Electrical engineers are highly encouraged and actively supported in seeking operational out-of-specialty tours.

ADVANCED EDUCATION

The electrical engineering program offers an advanced education leading to a Master of Science degree in Electrical Engineering. Common options in an MSEE curriculum include academic tracks in communications, command & control, computers, digital design, radars, antennas, weapons, and sensors. In any of these areas, a systems' approach to engineering is directly applicable to the follow-on engineering, acquisition, or project management assignments available in the Coast Guard. In addition, candidates without bachelor-level education are selected annually for the Advanced Computer and Electronic Technology (ACET) Program leading to either an associate or bachelor's degree in Electrical Engineering Technology. The headquarters program manager (G-SRF) must approve each university and its curriculum. The first assignment after postgraduate education enables the officer to develop practical applications to adapt acquired theoretical knowledge to current Coast Guard projects.

TELECOMMUNICATIONS MANAGEMENT

SCOPE	Telecommunications management specialists provide financial analysis and specify telephone systems and data and radio communication networks, with significant overlap with the computer and information systems specialty.
SKILL REQUIREMENTS	An undergraduate engineering or related technical degree (a postgraduate degree for some billets) or relevant previous enlisted experience is expected.
ASSIGNMENTS	Telecommunications management officers should plan follow-on specialty and rotational tours, building on previous assignments. Initial assignments are to a district or headquarters telecommunication staff, TISCOM, or a Communication Station. By the time an officer reaches the commander level and gains broader experience in telecommunications management, their primary in-specialty contribution is expected to be technical management in any or all information technology disciplines.
COMMAND OPPORTUNITIES	Telecommunications specialists have several command opportunities. Communication Stations and Communication Area Master Stations provide command cadre positions for specialists in the ranks of LT through CDR. Additionally, at the LT level, there are several critical support positions controlling upwards of 100 people and millions of dollars. Electronic Support Units (ESUs) provide additional command cadre positions for LCDRs and CDRs. For captains, command assignments include TISCOM, OSC, C2CEN, R&D Center, Omega Navigation System Center (NAVCEN) and competition with other engineers for the Integrated Support Commands (ISCs).
OUT-OF-SPECIALTY TOURS	Telecommunications Management specialists are highly encouraged and actively supported in seeking operational out-of-specialty tours.
ADVANCED EDUCATION	The Telecommunications Management program has an advanced education program that currently sends candidates to universities to earn a Master of Science in Information Technology Management. Additionally, each year candidates are selected for the Advanced Computer and Electronic Technology (ACET) program and attend universities to earn either an Associate or Bachelor's degree in telecommunications management. The program manager (G-SRF) approves each university and their curriculum.

ENGINEERING LOGISTICS

INTRODUCTION A technically-oriented career field, engineering logistics offers the challenge to apply and expand knowledge and experiences by working in a variety of demanding assignments. Nearly every billet is open to an officer with an engineering and logistics specialty and background. Moreover, in many assignments that do not specifically call for engineering and logistic specialists, you will be able to plan a career while keeping options open; the choices are yours as an engineer or logistician.

SPECIALTIES Coast Guard Engineering contains seven principal specialties:

- ☞ Naval Engineering (OBC 52 & 53)
 - ☞ Civil Engineering (OBC 55)
 - ☞ Ocean Engineering (OBC 51)
Ocean engineers support long- and short- range aids to navigation, and marine environmental protection programs.
 - ☞ Industrial Management (OBC 56)
Industrial managers work closely with their customers to support the total engineering plant.
 - ☞ Command, Control and Communications (OBCs 22, 26, 58 and 74)
 - ☞ Aeronautical Engineering (see Aviation career pattern)/(OBC 62)
-

QUALIFICATIONS To qualify for a Coast Guard engineering career, you should have a bachelor's degree in engineering or the sciences from an accredited college or university or have experience in an enlisted engineering or technical rating. Those interested in aeronautical engineering must first qualify as a Coast Guard aviator. Specific engineering billet requirements vary depending on specialty and grade.

EXPERIENCE Approximately 60 percent of the billets, primarily those of junior officer, do not require previous engineering experience; others require a Bachelor or Master of science in an engineering specialty; some require a previous tour as an engineering-officer-in-training. Most mid- and senior-level billets require engineering experience and an advanced degree.

INITIAL ASSIGNMENT An engineering career begins with the basic phase during which you obtain fundamental skills as a Coast Guard officer and serve as an engineer-officer-in-training. You may be assigned sea duty as a student engineer and obtain shipboard engineering qualification. You may also complete your graduate education in the engineering specialty of your choice.

ENGINEERING LOGISTICS

OCEAN ENGINEERING ASSIGNMENTS

Some specialty billets are available at Headquarters, the CEUs, the National Data Buoy Project and the R&D Center. Related tours may be performed in aids to navigation billets, afloat or ashore, or marine environmental protection billets at Marine Safety Offices or on the National Strike Force.

INDUSTRIAL MANAGEMENT ASSIGNMENTS

Following school, officers can expect two or three industrial management assignments during their careers. Typical assignments might include executive office of a Coast Guard group or engineering officer afloat if qualified by previous experience. An industrial management graduate is generally assigned as industrial manager at base or unit, where he/she manages all the activity's industrial operations and coordinates its industrial capabilities with unit commanding officers, group commanders, MLC division chiefs, engineering unit commanding officers and district office branch chiefs.

ADVANCED EDUCATION

Graduate education is an integral part of a career in the Coast Guard's engineering program because it expands the base of expertise in a chosen field. Increasingly, many mid- and upper-level engineering billets require a master's degree. The Coast Guard's advanced education program fulfills the Service's specialty requirements while matching your capabilities, interests, and personal goals for achievement.

SPECIALIZATION

Advanced education opens some assignment avenues and closes others. The chosen field of specialization influences the various assignment options available. The more scientific or technical the curriculum, the greater the degree of specialization and fewer specialty assignment opportunities. Management-oriented curriculum qualify you for a wide variety of billets in many program areas.

CIVIL ENGINEERING

INTRODUCTION Coast Guard civil engineers manage every aspect of the Coast Guard's shore plant and are involved in all seven functions that comprise the shore facilities life cycle:

- ☞ Planning
- ☞ Programming and Budgeting
- ☞ Design
- ☞ Construction
- ☞ Operation
- ☞ Maintenance and Disposal
- ☞ Environmental Management

SCOPE The shore plant consists of more than 30,000 buildings and structures, including roads, towers, runways, lighthouses, and waterfront facilities with an estimated replacement value of more than \$7 billion. Effectively operating and maintaining this plant require innovative management techniques and modern technology. A Coast Guard civil engineer's duties encompass the full range of problem-solving, planning, and management skills required to design, construct, and maintain these shore facilities.

QUALIFICATIONS Specialization as a civil engineer is open to officers with a degree in civil engineering or an allied field who have completed an initial assignment at sea or ashore. Two types of civil engineering assignments are available: facilities engineering and civil engineering staff duty.

CAREER PATTERNS Career patterns offer challenging opportunities. Some junior officers perform facilities or civil engineering duty while awaiting assignment to postgraduate education. After postgraduate school, most officers are assigned to a Civil Engineering Unit (CEU) or Facilities Design and Construction Center (FD&CC) and pursue professional engineering registration. Subsequent tours involving greater responsibility include assignments as assistant or facilities engineer at a major shore command; executive officer of a CEU or FD&CC, or assignment to the Civil Engineering Division at a Maintenance and Logistics Command (MLC) or Coast Guard headquarters. Rotational tours may be available if requested.

CIVIL ENGINEERING

ASSIGNMENTS

Civil engineers usually are assigned to the two MLCs in Portsmouth and Alameda; the two FD&CCs in Norfolk and Seattle; the six CEUs in Providence, Miami, Cleveland, Juneau, Alameda, and Honolulu; Coast Guard headquarters; or facilities engineering duty at 17 major shore commands.

FIRST TOUR DUTIES

Typical first civil engineering tour duties include:

- ☞ Designing construction projects
- ☞ Participating in the design teams for major construction projects
- ☞ Performing civil engineering inspections of field units
- ☞ Assisting in operating and maintaining the physical plant at a large shore unit
- ☞ Assisting facility commanders with environmental compliance issues

or,

- ☞ Conducting and supervising environmental restoration efforts.
-

NAVAL ENGINEERING

SCOPE	Naval engineers are involved in the life cycle logistics of Coast Guard boats and cutters. This includes planning, designing, constructing, outfitting, operating, maintaining and altering some of the most highly automated machinery, electrical and ordnance systems in the world.
REQUIREMENTS	An undergraduate engineering or related technical degree is preferred.
INITIAL TOUR	Entry-level naval engineers normally complete a two- to three-year training and indoctrination program in afloat and ashore assignments to familiarize them with the entire spectrum of naval afloat operations and maintenance, contract administration, quality assurance procedures, project management, and fleet maintenance support.
AFLOAT TOURS	Naval engineers also serve as Engineering Officers (EO) aboard Coast Guard cutters, where they operate and maintain the cutter's engineering plant and direct engineering department personnel and financial resources. An entry-level afloat engineering tour is mandatory for pursuing a naval engineering career.
OTHER ASSIGNMENTS	Further assignments include various naval engineering support organizations, such as Headquarters, Maintenance and Logistics Commands (MLC), Naval Engineering Support Units (NESU), the Coast Guard Yard, the Engineering Logistics Center (ELC), and Coast Guard Groups. Naval engineers also enjoy myriad out-of-specialty assignments based on personal experience and initiative.
COMMAND ASSIGNMENTS	Naval engineers have command opportunities at 10 NESUs and the Coast Guard Yard. Experience and qualifications also enable officers to compete for command afloat and non-naval engineering units ashore as well.
OUT-OF-SPECIALTY TOURS	Naval engineers are encouraged to explore out-of-specialty tours after their first two training and indoctrination assignments. Successful performance as an EO afloat can open the door to subsequent tours afloat as XO and eventually CO. Out-of-specialty tours help ensure a well-rounded professional and provide insight that benefits the program and Coast Guard as a whole.

CAREER ASSIGNMENTS

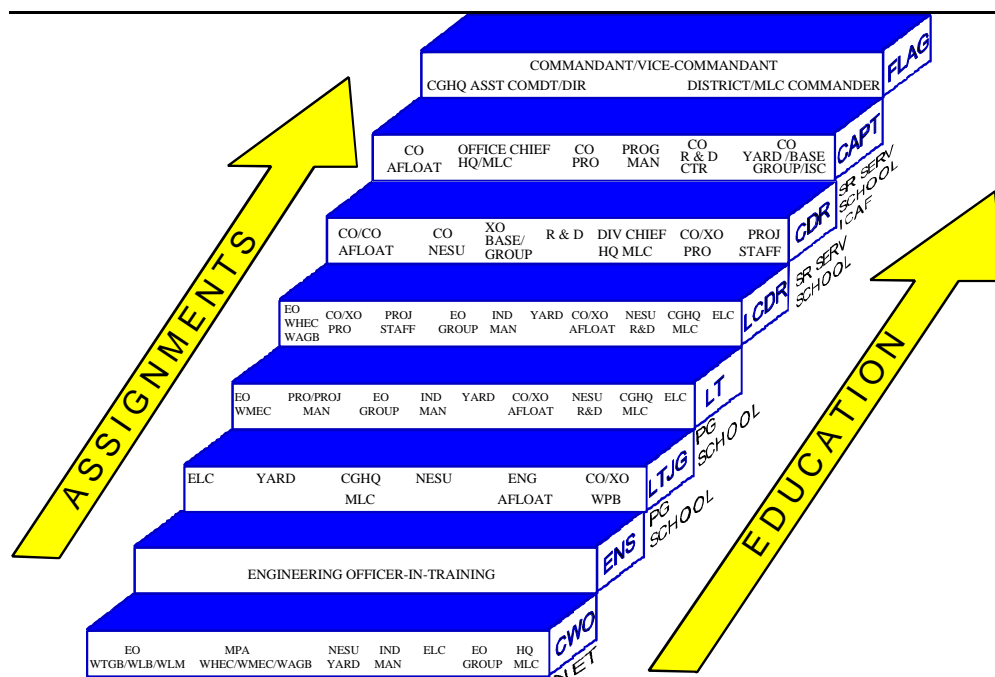
- 👉 Successful completion of the Engineering Officer-in-Training (EOIT) program.
- 👉 Assignment as EO on a WMEC or larger cutter.

EDUCATION

NAVAL ENGINEERING TECHNOLOGY (NET) PROGRAM

The Naval Engineering Technology (NET) program, intended for CWOs and above who currently do not have a bachelor's degree, leads to an associate degree. Three candidates a year attend a college with an approved technical curriculum near the officer's current or subsequent duty station.

GRADE AND BILLET OPPORTUNITIES



FINANCIAL RESOURCE MANAGEMENT

INTRODUCTION Coast Guard Financial Resource Managers have a wide variety of responsibilities such as a district budget officer at the junior level to Commanding Officer of the Coast Guard Finance Center, MLC comptroller and Headquarters office chief within the Office of the Chief of Staff at the captain grade.

AS A CAREER? With approximately 150 billets in the Financial Resource Management OBC's, it is possible to make a career of Financial Resource Management, provided you plan enough out-of-specialty tours over your career.

SUBSPECIALTIES Assignments in the Financial Resource Management specialty can begin at the lieutenant grade to afford officers the opportunity to complete other career goals before entering the field. Once in the specialty you can choose from several subspecialties, an important consideration since the overall field is too small to permit rigid adherence to subspecialties. The following subspecialties presently exist:

- ☞ Comptroller – This field encompasses budget and financial analysis and general comptroller tasks.
- ☞ Financial Management – This field encompasses accounting control, budget, and budget analysis tasks.
- ☞ Fiscal Operations – This field encompasses responsibility to perform compensation management tasks.
- ☞ Supply and Inventory Management – This field encompasses responsibility to perform materiel inventory and materiel management tasks.
- ☞ Supply Operations – This field encompasses materiel management and associated planning tasks, such as supply center inventory management.
- ☞ Contracting – This field encompasses acquisition tasks, generally for more than \$25,000.
- ☞ Resale Programs – This field encompasses supervising exchanges.

ADVANCED EDUCATION Because most of the billets in this specialty require an advanced degree in Finance, one important aspect of this career field is the number of officers who attend postgraduate school.

HUMAN RESOURCE MANAGEMENT

SKILLS REQUIREMENTS Entry requirements vary widely: some have minimal requirements while others require postgraduate or higher education. Contact the appropriate assignment officer or program manager for entry requirements.

INTRODUCTION At this writing, the specialties comprising Human Resource (HR) management are quickly evolving. With over two-thirds of the Coast Guard's operating expenses going to cover the cost of people, and decisions in the HR system becoming more complex, the need to create and maintain a professional base of HR knowledge has never been greater. The structure of OBCs is being studied so that it may better reflect current and future professional disciplines; billets requiring or benefiting from specialized HR knowledge are being identified; and the notion of a human resources officer is emerging. In the future, assignments in "personnel" will not be considered out-of-specialty tours for those in other disciplines, but will be considered as the core assignments of the emerging human resources profession.

SCOPE The human resources system supplies a skilled workforce to unit commanders that enables mission accomplishment, and helps the Coast Guard achieve its strategic goals. In addition, it manages a system that provides for the needs of Coast Guard people—active and reserve military members, civilians, auxiliaries, and even contractor support personnel.

TECHNICAL The technical areas of responsibility of Coast Guard human resource managers include HR planning and the structure of requirements. It also includes managing people flows (recruiting and accession, assignment, promotion, etc.); human performance technology, education, and training; career and personal development; support services (e.g., housing, compensation, benefits, medical care); and, many other functions that result in people being ready, willing, and able to perform the jobs they are assigned.

ASSIGNMENT OPPORTUNITIES With over 250 billets identified at present, HR professionals are likely to see assignments at ISCs, Training Centers, HRSIC, MLCs, Headquarters (mostly in G-W, but billets are available in other Directorates), Personnel Command, Recruiting Center, and other places. Most billets are between O-3 and O-6. Not all billets in G-W or in the OBCs listed below require an HR specialist.

HUMAN RESOURCE MANAGEMENT

BILLET STRUCTURE

This career field includes a wide variety of specialties. As mentioned above, this is evolving rapidly, but at present billets are distributed as follows:

- ☞ Human Resource Management – General (OBC 10) – 44
- ☞ Human Resource Management – Officer/Enlisted (OBC 11/12) – 21
- ☞ Recruiting (OBC 14) - 15
- ☞ Training (OBC 15) – 78
- ☞ Systems and Services (OBC 16 & 17) – 11
- ☞ Medical Administration (OBC19) – 11
- ☞ Reserve Programs (OBC 05) – 34

QUALIFI- CATIONS - REQUIREMENTS

The human resources management specialty is available to officers with degrees related to the field who have completed an initial operational tour. Assignments beyond O-4 generally require prior experience in the discipline and an advanced degree in a related field.

CAREER PATTERNS

As with many other specialties, the more senior one becomes the more likely one is to be assigned to Headquarters and have limited opportunities for senior command.

EDUCATION

One way to ensure the Coast Guard builds the intellectual capital it needs within the HR community is through postgraduate education. Opportunities exist for advanced degrees in Human Performance Technology, Leadership, Instructional Systems Design (Medical Administration), Operations Research, Organizational Behavior, Administrative Science and Public Administration (HR focus).

OUT OF SPECIALTY TOURS

An important dimension of the modern HR professional is that he or she has expertise in other aspects of the organization's core missions. For that reason, most HR officers would be wise to choose a mission area other than HR (Marine Safety, Operations Afloat and Ashore, C3, Health Care, etc.) and try to arrange alternate tours between HR and the other mission area. Though there is no formal policy that limits an officer to two mission areas, it is difficult to achieve proficiency in more. To be successful in today's Coast Guard, an officer must understand a broad range of policy and management issues – while being an expert in some area as well. Tours of duty on the “delivery end” of the HR system will also ensure that HR officers better understand customers' needs, and will increase their value in subsequent HR tours. Balancing HR tours with out-of-specialty tours is part of every HR officer's career development responsibility.

HEALTH SERVICES

INTRODUCTION The Health Services program supports Coast Guard missions by providing quality health care to maintain a fit, healthy active duty corps and meets dependents' and retirees' health care needs to the maximum extent permitted by law and resources.

USPHS Health Services is a unique field because most of its officers come to the Coast Guard from the United States Public Health Services (USPHS).

OFFICER CATEGORIES The Health Services program is made up of three categories of officers:

☞ USPHS Officers (OBC 90-99)—These are the doctors, dentists, physician assistants, pharmacists and environmental or occupational health specialists who wear the Coast Guard uniform. USPHS officers are not promoted from the ADPL.

☞ Medical Administration Officers (OBC 19)—These can be CWOs or regular officers in medical administration billets.

☞ Physician Assistants (PA) (OBC 18)—These are CWOs or temporary or regular officers who have completed the prescribed medical training and are certified by the National Commission on Certification of Physician Assistants.

EDUCATIONAL OPPORTUNITIES Educational opportunities are available for chief warrant officers to earn a Bachelor's or Master's in Medical Administration while regular officers can complete a Masters in Medical Administration through the advanced education program. The PA program, available to all enlisted personnel, consists of two years under the Inter-Service PA program of the U.S. Air Force. Graduates receive a BS degree from the University of Nebraska and a commission as a Coast Guard ensign.

ASSIGNMENTS Medical administration assignments are limited, with only 20 billets. After completing the master's program, officers are assigned to MLCs, ISCs or Headquarters units.

LEGAL

INTRODUCTION Like every other government agency and private corporation, the Coast Guard continually needs various legal services. In fact, since the Coast Guard is both a regulatory and law enforcement agency, its need for legal services is greater than most other government agencies. Further, many Coast Guard programs and missions affect other nations' ships and people. The resulting interplay between domestic and international law adds a dimension to practicing Coast Guard law not present in agencies with a solely domestic focus. Since the Service often responds to emergencies, its law specialists (attorneys) frequently provide immediate legal services in support of ongoing operations. The legal program also administers a specialized criminal law system based on the Uniform Code of Military Justice. Finally, due to frequent moves, Coast Guard personnel and their families must deal with multiple state laws and rules on taxation, voting rights, landlord-tenant disputes, etc. Through the Legal Assistance Program, which exists only in the Armed Forces, lawyers assist members in dealing with these issues.

LEGAL FUNCTIONS The best way to describe the legal program is to describe the myriad tasks Coast Guard law specialists perform. The various functions are set forth below in categories corresponding to Headquarters offices under the Chief Counsel. These are the functions commonly performed, but Coast Guard law specialists also become involved in other kinds of tasks and unique situations.

CLAIMS AND LITIGATION These lawyers handle all non-procurement, non-environmental affirmative or defensive claims arising from Coast Guard operations or functions. Coast Guard lawyers evaluate and render final decisions recommending settlement of these claims or adjudication action to the Department of Justice. If a claim cannot be settled and a lawsuit ensues, Coast Guard lawyers assist the Department of Justice in defending or prosecuting the lawsuit. They assist similarly in civilian criminal cases involving Coast Guard programs or witnesses.

CLAIMS AND LITIGATION Coast Guard lawyers also coordinate legal advice, assistance, and legal representation as needed to Coast Guard personnel.

ENVIRONMENTAL LAW Lawyers practicing in this relatively new but burgeoning field, oversee the delivery of all legal services that support Coast Guard environmental compliance activities, including interagency coordination of legal policy issues. Environmental lawyers represent the Coast Guard during pre-litigation of third-party comprehensive environmental responsibility, cleanup, and liability (CERCLA) cases. They provide legal advice, opinions, and interpretations of federal, state, and local environmental laws and regulations to Coast Guard officials developing environmental compliance and restoration policies and strategies. Finally, environmental attorneys represent the Coast Guard on interagency committees, review proposed legislation and regulations, and coordinate delivering all other legal services to support the Coast Guard's environmental compliance and restoration program.

LEGAL

MARITIME AND INTERNATIONAL LAW These lawyers provide counsel, advice, opinions, and interpretations about marine safety and navigation in addition to the other Coast Guard missions. The Office of Maritime and International Law (G-LMI), at Headquarters, provide consideration and action on civil penalty appeals; review merchant mariners' appeals from orders of suspension and revocation by representing the Coast Guard at the Shipping Coordination Committee. These attorneys also assist in drafting and negotiating international agreements.

LEGISLATION Located at Headquarters, lawyers in the Office of Legislation coordinate development of the annual Coast Guard legislative program and draft proposed legislative language and supporting materials for the Secretary of Transportation's signature and eventual presentation to Congress. These lawyers coordinate Coast Guard review of proposed testimony by other administration officials before Congressional committees. They also assist in coordinating Coast Guard review of and provide comments on proposed legislation to the Office of Management and Budget, other governmental agencies, and other Department of Transportation (DOT) elements.

REGULATORY AND ADMINISTRATIVE LAW Regulatory attorneys are responsible for ensuring Coast Guard missions can be accomplished through clear, complete, legally enforceable regulations in such areas as environmental protection, compliance with international agreements, user fees, safety, and maritime security. They advise the Marine Safety Council (flag-level policy group) on the Coast Guard's annual public plan for issuing regulations. They provide legal counsel on the Coast Guard's use of advisory committees. These lawyers also coordinate clearance of the Coast Guard's most important regulations through the DOT and the Office of Management and Budget.

PROCUREMENT LAW These lawyers advise contracting officers and administrators and others on the legal aspects of all procurement processes. They furnish legal counsel on awards, contracts, specifications, change orders or other modifications, and other contract-related actions, documents, correspondence, and papers.

MILITARY JUSTICE Law specialists serve as investigating officers and government counsel for Article 32 investigations (the military equivalent of a grand jury proceeding), summary court-martial officers, and trial counsel (prosecutors) for special and general courts-martial. By agreement, Navy and Marine Corps attorneys defend Coast Guard members accused of criminal violations of the Uniform Code of Military Justice (UCMJ); in exchange, several Coast Guard attorneys are assigned to Naval Legal Service Offices, where they defend Coast Guard, Navy, and Marine Corps clients, gaining experience in this aspect of the military justice system. Senior law specialists serve as military trial judges (special court-martial judges), the Chief Trial Judge of the Coast Guard (general court-martial judge), and judges of the Coast Guard Court of Criminal Appeals.

LEGAL

GENERAL LAW	<p>This field covers those areas not included above, which leaves a lot! General law attorneys provide legal advice about organizational powers, functions, and employment of the Coast Guard, the Auxiliary, and the Commandant's powers and duties. They interpret laws on Coast Guard support missions and tasks. They advise on military personnel matters and they provide similar advice and counsel on civilian personnel matters. They provide guidance to the Coast Guard on real estate issues, Freedom of Information Act responses and labor management issues.</p>
LEGAL ASSISTANCE	<p>The Legal Assistance Program provides legal advice to active duty and retired military members and their dependents on private civil legal matters. Legal assistance is a diverse general civil law practice comprising trusts and estates, real estate, debtor-creditor law, consumer law, family law, and powers of attorney.</p>
SOURCE OF CG LAWYERS	<p>The legal program takes in eleven to seventeen new Coast Guard attorneys each year from three primary sources: direct commissions, the postgraduate program, and officers completing law school off-duty.</p>
DIRECT COMMISSION LAWYERS	<p>Five to ten attorneys are commissioned each year through the Coast Guard's Direct Commission Officer Program as Direct Commission Lawyers (DCLs). These attorneys or recent law school graduates are commissioned as lieutenant junior grade in the Coast Guard Reserve. They receive a two or four-year active duty contract (depending on their bar admission status) with the possibility of integration into the regular Coast Guard if promoted to lieutenant.</p>
ADVANCED EDUCATION	<p>Approximately six officers enter the Legal program each year through the Law Advanced Education Program (AE Law). The Coast Guard pays law school tuition costs (either fully or partially) for this select group of high-performing officers. Most officers enter the AE Law program after completing the second tour of duty as an officer (four to seven years of total commissioned service). There is an emphasis on officers with field operational experience (afloat, shore operations, and marine safety). Officers interested in this program should contact the AE Law program manager in the Chief Counsel's Office of Legal policy and program development.</p>
OFF-DUTY DEGREE	<p>Officers who complete law school in their off-duty hours also may enter the Legal Program. Generally, to become a law specialist, such officers must have graduated from an ABA-accredited law school and be assigned to a legal billet. Interested officers should contact the Chief Counsel's Office of Legal policy and program development.</p>

LEGAL

ASSIGNMENTS

There are currently 133 active duty law specialist billets in the Coast Guard. About one-third of these billets are in Coast Guard Headquarters. The bulk of the remaining billets are located in legal offices in the two MLCs and the district offices. Coast Guard military attorneys also are located at the Coast Guard Academy (both staff and faculty), RTC Yorktown, Training Center Cape May, the CG Yard, ISC Kodiak, Naval Justice School, Naval War College, Joint Interagency Task Force East (JIATFE), and the Department of Justice. Law specialists work alongside more than 50 civilian Coast Guard attorneys.

ASSIGNMENTS AT HQ AND MLCs

Assignments at Headquarters and MLCs generally involve more specialization than those at districts and other smaller offices. Conversely, law specialists assigned to smaller offices have only superficial exposure to some kinds of issues, but encounter a larger variety during a tour. Entry-level law specialist assignments are at Headquarters, MLC, district, and Academy staff legal offices. Later assignments involve greater responsibility in these or other offices, including independent duty locations. Commanders and captains head multi-lawyer offices. The Coast Guard's Chief Trial Judge (general court-martial judge) is a captain billet.

OUT-OF- SPECIALTY TOURS

The Chief Counsel strongly supports out-of-specialty tours for law specialists. At any given time, approximately 40 law specialists serve in out-of-specialty assignments throughout the Coast Guard.

ADVANCED EDUCATION

One law specialist each year may be selected to attend law school for an advanced degree (LLM), again with tuition paid by the Coast Guard. The area of study is announced before applications are due. Past areas of study have been environmental law and government contract law.

MARINE SAFETY

INTRODUCTION Marine Safety offers a wide variety of opportunities and assignments. It is currently the Coast Guard's fastest-growing field with the second-largest number of officers assigned. The "M" field offers numerous postgraduate and advanced training opportunities and a chance to become involved with the international maritime community. Billets support pollution prevention and response, marine inspections, marine investigations, marine licensing, and waterways management.

PROGRAMS The major disciplines in the marine safety field are:

- ☞ Commercial Vessel Safety
- ☞ Port Safety and Security
- ☞ Marine Environmental Protection

COMMERCIAL VESSEL SAFETY Commercial Vessel Safety (CVS) promotes safety of life, property and the environment by developing and enforcing both U.S. and international standards in merchant vessel design, construction, operation, and inspection and other marine activities such as outer continental shelf oil and gas operations. To ensure safety, "M" officers approve vessel construction plans, conduct inspections, investigate marine incidents and enforce personnel standards for maritime personnel.

PORT SAFETY AND SECURITY The Port Safety and Security (PSS) program manages safety and security functions to minimize threats posed by human factors which may adversely affect the safety and security of U.S. citizens, vessels, port facilities, and national assets in U.S. waters and the marine environment.

MARINE ENVIRONMENTAL PROTECTION The Marine Environmental Protection (MEP) mission protects the marine environment and preserves natural resources while promoting national well-being and economic prosperity. Key MEP programs include prevention, preparedness, response, enforcement, and outreach. One of the program's primary goals is to reduce the incidence of pollution of the marine environment from oil spills, hazardous substance releases, and garbage discharge.

ENTRY REQUIREMENTS A bachelor's degree is often desired but not required. Certain specialized billets may require a degree in naval architecture, marine engineering, or hazardous materials (chemical engineering, or industrial hygiene).

TRAINING OPPORTUNITIES A bachelor's degree is often desired but not required. Certain specialized billets may require a degree in naval architecture, marine engineering, or hazardous materials (chemical engineering, or industrial hygiene).

MARINE SAFETY

ENTRY-LEVEL TRAINING

The Marine Safety training and qualification program consists of two distinct parts, a training program and a qualification program, each with its own specific objective. The training program provides marine safety personnel with the knowledge, skills, and experience required to perform both general and specialized activities. The qualification program qualifies marine safety personnel in specific technical areas.

TECHNICAL TRAINING

Entry-level training in the marine safety community usually requires three stages. The member reports to a field command for two to three months of orientation and indoctrination. The next stage, at the Marine Safety School at the Reserve Training Center in Yorktown, Virginia, consists of three basic modules: port operations, including pollution response; investigations and, inspections. The third, final stage usually involves qualifying as a Command Duty Officer, with a command letter of designation.

ADVANCED EDUCATION AND TRAINING OPPORTUNITIES

The next level of training, both formal and on-the-job, in the “M” program is qualifying in one of the many technical specialties such as hull inspector, boarding officer, harbor safety officer, etc. Those who successfully complete training in a technical specialty can be examined and/or issued a command letter of designation. There are also additional resident training courses beyond the basic modules, which provide members with detailed skills and knowledge to perform their job. These courses are generally 1-3 weeks in duration and taught either at RTC Yorktown or at commercial vendor sites. Examples include Crude Oil Washing and Inert Gas System training, Wood and Fiberglass Boat Inspection, Seaport Security, etc.

Advanced training in Marine Safety falls under two programs:

- ☞ Industry Training
 - ☞ Postgraduate School
-

INDUSTRY TRAINING

The Coast Guard created the Industry Training program to observe operational procedures, unique business methods, and the effect of government regulations on the maritime industry. Opportunities exist in these following areas:

- ☞ Merchant Marine Industry Training (MMIT)
 - ☞ Port Safety Industry Training (PSIT)
 - ☞ Marine Environmental Protection Industry Training (MEPIT)
 - ☞ Investigations Industry Training (IIT)
-

MARINE SAFETY

HOW TO APPLY Industry training varies from a few months to a year. Application procedures are similar to the postgraduate school process except a GRE or GMAT is not required. Candidates selected are usually in the O-4 and O-3 grades and normally possess five or more years of field or specialty experience. The program manager for all programs is G-MRP-3.

ADVANCED EDUCATION

Opportunities for advanced education are available to develop both advanced technical and mid-level management skills. Advanced education opportunities are available for ensign through the lieutenant commander grades with more junior officers filling the technical programs. The program manager is G-MRP-3. Postgraduate programs offered include Environmental Management, Transportation Management, Marine Engineering, Electrical Engineering, Fire Protection Engineering, Chemical Engineering, Industrial Hygiene, Operations Research, Human Resources Management, Economics, and Information Systems.

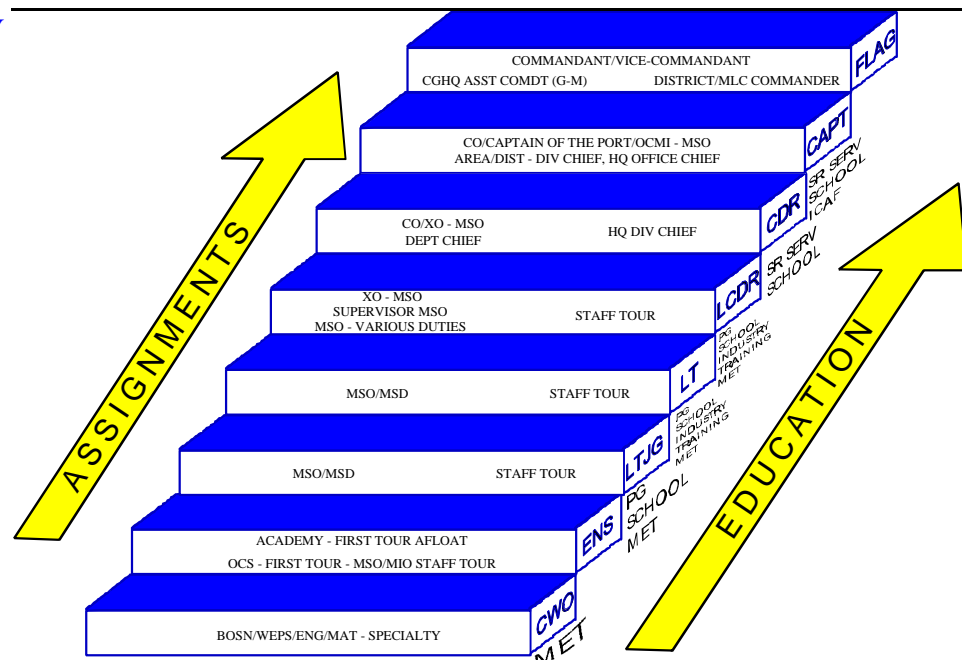
MARINE ENGINEERING TECHNOLOGY (MET)

The MET program, concentrating on mechanical, fire safety, electrical power, and marine engineering disciplines, is an opportunity for qualified O-4 and below commissioned officers and chief warrant officers to attend a two-year program leading to either an Associate or Bachelor of Science degree.

MARINE SAFETY ASSIGNMENTS

Officers are assigned to Marine Safety Offices (MSO), the National Maritime Center, the Marine Safety Center, the National Strike Force, and district and Headquarters "M" billets. These assignments are usually in large cities with busy shipyards, waterfront facilities, and other shipping-related activities.

MARINE SAFETY BILLET STRUCTURE



MARINE SAFETY

MARINE SAFETY OBC BILLET DISTRIBUTION

MARINE SAFETY OBC BILLET DISTRIBUTION											
RANK	40	41	42	43	44	45	46	47	48	49	Total
RADM	1	0	0	0	0	0	0	0	0	0	1
CAPT	37	3	3	0	0	2	2	1	0	0	48
CDR	53	15	26	1	0	18	6	2	2	2	125
LCDR	44	25	56	13	2	49	19	14	9	0	231
LT	46	16	77	26	0	98	19	57	12	0	351
LTJG	1	54	94	1	0	68	3	37	1	0	259
BOSN4	4	2	11	0	0	66	0	4	2	0	89
ENG4	1	1	7	0	0	117	2	6	0	0	134
MAT4	0	1	1	0	0	52	0	1	0	0	55
PERS4	4	5	0	0	0	0	0	0	0	0	9
WEPS4	0	0	2	0	0	10	0	1	2	0	15
Grand Tot	191	122	277	41	2	480	51	123	28	2	1317

Remaining program billets are assigned to the marine safety program, but have different billet OBC codes. Examples of this include 79 coded VTS billets and 15 coded instructor billets at Marine Safety School.

OBC 40 General Marine Safety – 191
 OBC 41 Commercial Vessel Safety General – 122
 OBC 42 Port Safety/Environmental Protection General - 277
 OBC 43 Port Contingency Planning – 41
 OBC 44 Vessel Traffic Services –2
 OBC 45 Vessel Inspection – 480
 OBC 46 Vessel Technical – 51
 OBC 47 Marine Investigation General – 123
 OBC 48 Hazardous Materials – 28
 OBC 49 Explosive Loading – 2

OPERATIONS

OPERATIONAL TOUR VS. OBC

"Operations" differs in important respects between Assignment Officers (AO) and the Officer Billet Manual. An AO talking about an "Operational Billet" refers to these types of units:

- ☞ Marine Safety Offices
- ☞ Cutters
- ☞ Air Stations
- ☞ Activities, Groups, Bases or Stations
- ☞ Vessel Traffic Services
- ☞ Operations Centers

OPERATIONS OBC

The Officer Billet Manual list Operations OBCs by these specialties:

- ☞ General Operations (OBC 70)
Deck Watch Officer, cutter OPS, XO and CO
Groups, bases and stations
Operations centers
Certain staff billets, e.g., Flag Plot, some "O" staff billets
 - ☞ Search and Rescue (OBC 71)
Operations centers staff billets (osr)
 - ☞ Marine Science Activities (OBC 72)
Marine science research and development
International Ice Patrol
 - ☞ Readiness (OBC 73)
Readiness staff billets
Fleet training groups
 - ☞ Communications (OBC 74)
Command, Control and Communications
 - ☞ Aids to Navigation (OBC 75)
Buoy tenders
Staff billets
-

OPERATIONS

OPERATIONS

OBC

(Continued)

☞ Intelligence (OBC 76)
Intelligence Coordination Center
JIATF
EPIC
Staff billets

☞ Law enforcement (OBC 77)
TACLET
LEDET
International training teams

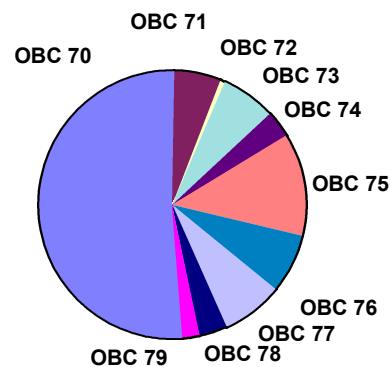
☞ Ice Operations (OBC 78)
International Ice Patrol—The Coast Guard has conducted the International Ice Patrol (IIP) since 1913 to detect icebergs in North Atlantic shipping lanes and warn shipping accordingly.
Icebreakers
Diving
Staff billets

☞ Vessel Traffic Services (OBC 79)

OPERATIONS OBC BILLET DISTRIBUTION

NUMBER OF BILLETS

OBC 70 General Operations - 773
OBC 71 Search and Rescue - 83
OBC 72 Marine Science Activities - 8
OBC 73 Readiness - 99
OBC 74 Communications - 50
OBC 75 Aids to Navigation - 183
OBC 76 Intelligence - 101
OBC 77 Law Enforcement - 111
OBC 78 Ice Operations - 52
OBC 79 Vessel Traffic Services - 28



OPERATIONS AFLOAT

INTRODUCTION The operations afloat specialty encompasses the traditional, historic roles and missions on which the Coast Guard was founded and reflects the Coast Guard's sea-going heritage. The afloat community represents 12% of the officer corps.

TIMING OF INITIAL TOUR Many officers are eligible to pursue a career afloat. However, the decision to go afloat must be made early in a career. Assignment to a cutter must occur at the ensign level or soon after promotion to lieutenant (junior grade). If not, the opportunity to pursue a career afloat is effectively eliminated.

PROGRAMS The operations afloat career path includes a broad range of activities and objectives. Mid-level and senior-level assignments require recent cutter experience. The preference is to fill senior billets with officers who possess prior afloat experience at every pay grade.

JUNIOR OFFICER ASSIGNMENTS Entry-level assignments aboard cutters prepare junior officers for future assignments with an increased span of leadership and associated responsibility. Junior officers can expect these responsibilities:

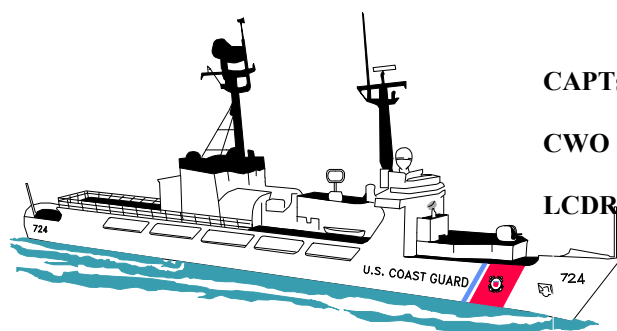
☞ ENS: Deck Watch Officer (DWO) or Engineer Officer-in-Training (EOIT)

☞ LTJG: DWO/Weapons Officer/Operations Officer/XO/CO

☞ LT: Operations Officer/Supply Officer/EO/XO/CO

COMMAND OPPORTUNITIES There are many opportunities for command afloat from lieutenant (junior grade) to captain. Command afloat screening panels meet annually to consider qualified applicants. The screening process is very competitive, with performance afloat, leadership potential and operational experience the primary factors considered.

COMMAND AFLOAT SCREENING PANELS



CAPT and CDRs SEP

CWO (BOSN) OCT

LCDR, LT, LTJG, ENS NOV

OPERATIONS AFLOAT

TRAINING

REQUIREMENTS

The Coast Guard trains officers to enable them to meet the mission requirements and billet responsibilities to which they are assigned. The operations afloat field includes several areas where general training is necessary or highly recommended. Training in damage control, rules of the road, ship's organization, and deck watch officer principles serve as the cornerstone in an officer's initial training on board a cutter. Officers filling any deck watch officer billet must successfully complete a rules of the road exam. A number of afloat billets may require specific training through formal schooling, correspondence courses, or previous on-the-job training, such as maritime law enforcement and aids to navigation. Likewise, any officer selected to serve as Commanding Officer or Executive Officer must complete PCO/PXO school.

EDUCATION

Specific experience and/or education and training requirements vary with assignment. The normal course of various field and staff tours will fulfill many desired educational and training requirements. The dynamic structure of the maritime world and Coast Guard missions require a working knowledge in many areas. Though qualification for operations afloat does not demand an advanced degree, the requisite knowledge and practical experience involved represents a vast amount of information. The challenge of shipboard operations and management coupled with leadership responsibilities require an officer to be current in Coast Guard policy and leadership principles.

ASSIGNMENT OVERVIEW

Even though operations afloat assignments frequently support several programs, three afloat specialties are commonly identified.

- ☞ Law Enforcement, Search and Rescue, Defense Operations (white hull)
 - ☞ Aids to Navigation (black hull)
 - ☞ Ice Operations (red hull)
-

MULTIPLE MISSIONS

The primary focus in white hull afloat operations is on the Coast Guard's historical multi-mission roles of Search and Rescue (SAR), Enforcement of Laws and Treaties (ELT) and Defense Operations. A fleet of High Endurance Cutters (WHEC), Medium Endurance Cutters (WMEC) and Patrol Boats (WPB) is strategically home ported throughout the United States' coastal region, including Alaska and Hawaii, to support these core missions.

OPERATIONS AFLOAT

SHORT-RANGE AIDS TO NAVIGATION (ATON)

The short-range Aids to Navigation (ATON) program establishes, maintains, and operates an integral system of aids to navigation consisting of buoys, lights, and day beacons. This comprehensive navigational reference system permits mariners to determine their position and safely navigate their vessel through restricted channels and navigable waterways. Short-range aids to navigation also warn mariners of hazards and dangers in and around U.S. and territorial navigable waters. Several cutter classes service aids to navigation including Seagoing Buoy Tenders (WLB) and Coastal Buoy Tenders (WLM). These vessels operate in broad geographic areas, moving and maintaining buoys and providing logistics support for major aids to navigation (lighthouses), weather data buoys, and remote Coast Guard stations.

ATON OPPORTUNITIES

The ATON program provides junior officers with a continuous afloat career pattern through the lieutenant commander level. Entry-level deck assignments prepare junior officers for future afloat assignments with an increased span of management and associated responsibility. Shoreside operational opportunities include watch officer and command cadre positions in vessel traffic services. After promotion to commander, it will be necessary to move to multi-mission or ice operations to remain in an operations afloat career pattern.

ICE OPERATIONS

The Ice Operations Program provides icebreaking capability to support national interests in the polar regions, facilitates vessels' movements through ice-laden U.S. navigable waters, and assists other government agencies and scientific organizations in pursuing marine science research and data collection.

Coast Guard Ice Operations includes specialties in:

- ☞ Polar Operations—Managing and operating the only heavy icebreakers in the U.S. inventory.
- ☞ Domestic Icebreaking—Conducted to facilitate navigation in domestic waters, search and rescue, and prevent flooding caused by ice, normally in the Great Lakes, St. Lawrence Seaway, and along the northeast U.S. coast.

The afloat assignment opportunities, for ensign through captain, in Ice Operations are limited due to the small number of cutters.

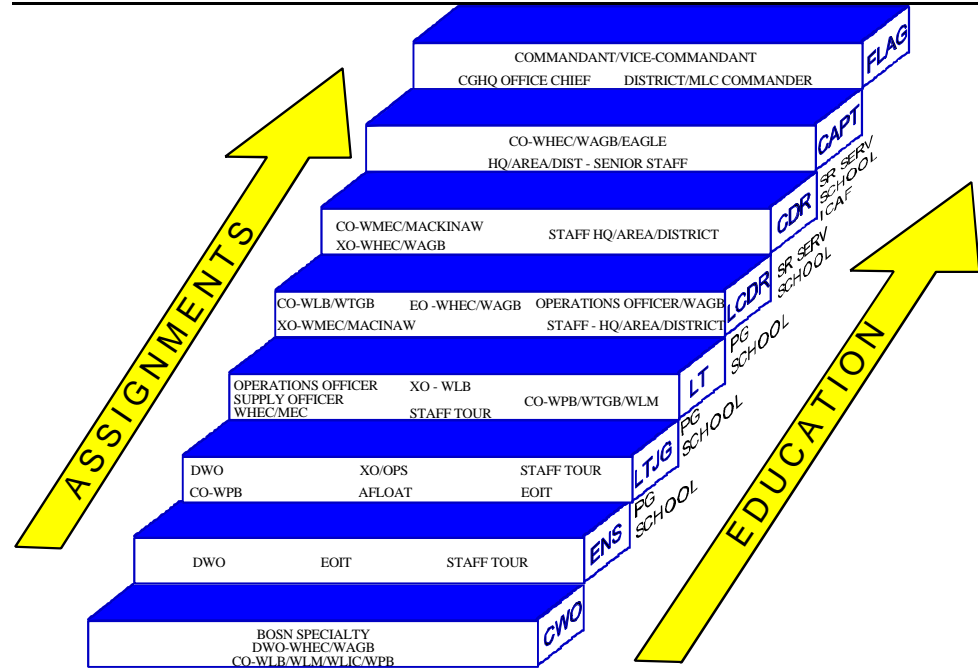
OPERATIONS AFLOAT

BILLET

OPPORTUNITIES

Be aware of billet prerequisites; to command a WLB, you need recent ATON experience as either an XO WLB or CO WTGB with barge experience; to command an icebreaker, your afloat experience should be on icebreakers.

OPERATIONS AFLOAT BILLET STRUCTURE



OPERATIONS ASHORE

INTRODUCTION Operations ashore traditionally have been associated with search and rescue since the early days of the Life-Saving Service. Today, the Coast Guard's numerous groups and stations perform a variety of missions: search and rescue (SAR), law enforcement (ELT), environmental protection (MEP), and aids to navigation (ATON), to name a few.

CAREER FIELD Operations ashore is a versatile career field that challenges you to apply skills and problem-solving abilities to all Coast Guard missions. As you gain seniority and experience, you earn an opportunity to manage resources (personnel, boats, and facilities) whose major emphasis is in SAR, ELT, MEP, and ATON. A wide variety of demanding assignments range from coordinating small boat operations at Coast Guard stations to managing the national SAR program at Coast Guard Headquarters. Commissioned officers are eligible to pursue this option early in their career. Those who select it should try for an assignment at a group or station as a junior officer to lay the foundation of experience required for future assignments.

CAREER ASSIGNMENTS The operations ashore career pattern encompasses a broad range of activities and objectives, including:

- ☞ Stations (Operations)
- ☞ Groups (Command and Support)
- ☞ Activities (Command and Support)
- ☞ Sections (Command and Support)
- ☞ Districts (SAR Planning and Management)
- ☞ Areas (SAR Planning and Oversight)
- ☞ Headquarters (SAR Management)
- ☞ R&D Center (Research and Development)
- ☞ National SAR School (Instructor)

OPPORTUNITIES Officers in this career specialty, plan, coordinate, manage and operate the nation's maritime SAR, ELT, MEP, and ATON systems. At the operational level (stations and groups), you become involved in daily operations, administration, communications, and oversight of any number of Coast Guard multi-mission units. At the district and area level, you could expect an assignment in the operations division, either as a manager or as a command center controller. You could assist in creating, developing, and/or refining search planning equipment and other new technology by serving at the Coast Guard Research and Development Center.

REQUIREMENTS An undergraduate degree in any field, preferably one with an analytical emphasis.

OPERATIONS ASHORE

INITIAL ASSIGNMENT

Entry-level officers who choose this specialty compete with other qualified officers for two- to four-year assignments to groups, section offices or staff positions at various SAR infrastructure components. Aviation and cutter personnel also enjoy opportunities for tours as command center controllers, assistant (osr), division chiefs, group duty, Headquarters program assignments, etc. Each position exposes you in varying degrees to SAR planning and multi-mission resource management. Subsequent assignments are subject to Service needs, but usually lead to positions of more responsibility at other units. You also can expect ample opportunity to enjoy a myriad of out-of-specialty assignments based on your personal experience and initiative.

INITIAL ASSIGNMENT AS LIEUTENANT

For officers who pursue other options during their first and second tours, such as afloat assignments or marine safety offices, entry into the operations ashore career pattern may occur at the lieutenant level. Entry into the operations ashore specialty as an O-3 versus O-2 does not significantly affect type of billet, but rather the rank at which this billet is assigned.

SECOND ASSIGNMENT

The second operations ashore tour for junior officers depends to some extent on the nature of the first tour within this specialty (primary and collateral duties assigned), level of performance, what billets are available and the officers' preferences. Generally a staff tour follows initial field assignments. Applicable tours may include:

- ☞ District or Headquarters (osr, oan or G-OCS, G-OPR)
 - ☞ Command centers
 - ☞ Other staff tours that permit continued contact with group and station operations.
-

MID-LEVEL ASSIGNMENTS

Mid-level officers are assigned to positions of increasing responsibility in their specialties while simultaneously intensifying the development of management and leadership skills necessary in a senior officer. Due to the length of time spent as a mid-level officer (approximately 10 years), you can expect two tours in specialty, and a possible tour out-of-specialty or in a subspecialty at increasing levels of responsibility. Opportunities for postgraduate school exist. During this time, officers who intend to continue in the operations ashore specialty should attempt at least one and preferably two tours in a group or station environment. Officers who have previous experience in aviation, ashore, or afloat operations compete for command center positions.

OPERATIONS ASHORE

COMMAND OPPORTUNITIES

Officers in the operations ashore specialty compete for command opportunities at stations, groups, or section offices. Your experience and qualifications also may enable you to compete for command of certain other shore units as well. Officers should have previous group operational experience to screen for group or section command. Candidates for station commands should have prior operational experience (group, station, or afloat). Command opportunities are very limited and selection is highly competitive with performance, leadership potential, and experience being the main factors considered.

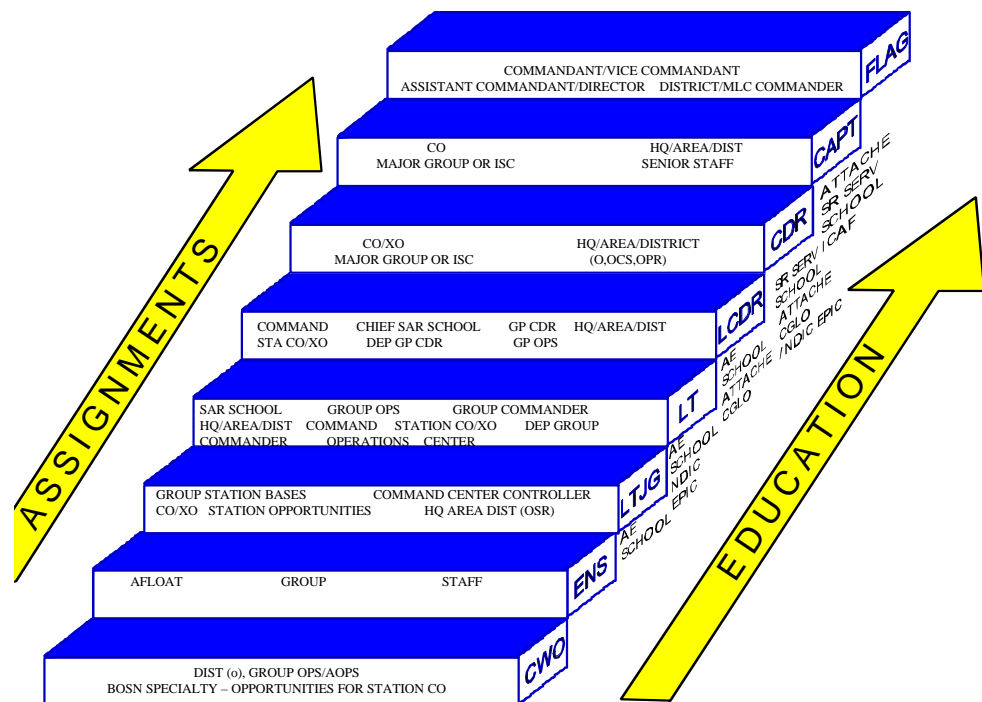
OUT-OF-SPECIALTY TOURS

The number of officers assigned to groups, bases, and stations is small. All officers are encouraged to explore out-of-specialty tours after their first two operational or SAR planning assignments. Out-of-specialty assignments build well-rounded professionals who can provide insight that benefits the program and the Coast Guard as a whole.

ADVANCED EDUCATION

All officers in the operations ashore career path can compete with their peers for advanced (masters) educational opportunities in a myriad of programs, including oceanography, operations research, public administration, and others.

OPERATIONS ASHORE BILLET STRUCTURE



OPERATIONS INTELLIGENCE

INTRODUCTION The Coast Guard intelligence program is responsible for collecting, analyzing, and disseminating intelligence in direct support of all Coast Guard missions. In this capacity, the intelligence program serves as the focal for sharing intelligence with the other armed services; the intelligence community; and federal, state, and local law enforcement agencies. This critical intelligence serves as a force multiplier enabling the Coast Guard to operate more efficiently and effectively.

ADVANCED EDUCATION Each year the Coast Guard selects several officers to attend the Master of Science of Strategic Intelligence (MSSI) program at the Joint Military Intelligence College, co-located with the Defense Intelligence Agency. Graduates of the MSSI program can expect a follow-on assignment to one of the Coast Guard's intelligence billets. The MSSI program complements afloat, operations ashore, and marine safety career paths. Reserve and part-time MSSI programs are available for officers assigned in the Washington, DC area.

ASSIGNMENTS Officers can expect to serve in a variety of intelligence assignments as watch officers, intelligence analysts, collection managers, and program managers. The Coast Guard assigns intelligence officers to the Intelligence Coordination Center, the Area and District intelligence staffs, the El Paso Intelligence Center (EPIC), the National Drug Intelligence Center (NDIC) and the intelligence directorates for JIATFs East and West. Additionally, the Coast Guard offers unique assignments as Coast Guard attachés assigned overseas to U.S. embassies and as liaison officers to intelligence agencies such as the Central Intelligence Agency (CIA) and the National Security Agency (NSA).

DISCUSSION As intelligence directly supports operations, a sound operational background is essential for officers assigned to intelligence billets. Ideally, officers will rotate between operational and intelligence assignments, thereby using their operational experience to ensure that intelligence meets the Coast Guard's operational requirements. Graduates of the Master of Science of Strategic Intelligence can expect to be assigned to multiple intelligence tours throughout their career.

OPERATIONS LAW ENFORCEMENT

INTRODUCTION Enforcement of Laws and Treaties (ELT), is one of the Coast Guard's largest operating programs, and includes drug interdiction, fisheries enforcement, and alien migrant interdiction.

FIELD SUPPORT Coast Guard law enforcement operations directly support the counterdrug goals of the Office of National Drug Control Policy (ONSDCP) to stem the flow of illicit drugs into our country. Specialist also interact closely with the National Marine Fisheries Service (NMFS) and National Oceanographic and Atmospheric Administration (NOAA) to enforce fisheries and environmental regulations within the U.S. Exclusive Economic Zone. The also work with the U.S. Border Patrol (USBP) and the Immigration and Naturalization Service (INS) to curb the movement at sea of illegal migrants across our borders.

ASSIGNMENTS The following is an example of a law enforcement career path, which includes both afloat and aviation career tracks. However, it should be communicated that if an officer follows this “ladder” of education and assignment, that officer would be harming rather than helping his career by limiting his career experience solely to operations. The ladder instead should indicate that these are operational assignments that should be interspersed with non-operational assignments, which will ensure a broadened officer career. Typical law enforcement operations assignments include:

OPERATIONS LAW ENFORCEMENT

RANK	ASSIGNMENTS	EDUCATION
CWO	CG Special Agents, HQ/Area/District staff	N/A
ENS	Afloat, Group Ops staff, admin/support staff	MLE School
LTJG	TACLET, LEDET OIC, HQ/Area/Dist Staff WPB CO, WPB XO, Aviation, USN Exchange, XO Regional Fisheries Training Centers	AE School, Flight School
LT	Dept Head Afloat, JIATF, TACLET, LEDET OIC WPB CO, Group/Airsta Ops staff, HQ/Area/District staff, CO Regional Fisheries Training Centers	AE School
LCDR	Dept Head Afloat, WMEC XO, TACLET, JIATF, Group/Airsta OPS/XO, HQ/Area/District staff	AE School
CDR	WMEC CO, WHEC XO, JIATF, CG Liaison, Group/Airsta CO/XO, HQ/Area/Dist Branch Chief	Senior Service School
CAPT	WHEC CO, CG Liaison, Group/Airsta Command, HQ/Area/District senior staff	Senior Service School, ICAF
FLAG	Commandant, Vice Commandant, HQ Assistant Commandant or Director, Area/Dist/MLC Command	N/A

DISCUSSION

Law Enforcement is not a “career path”, but is instead a field where officers will intersperse law enforcement tours with staff tours throughout their careers. Staff tours are sometimes completely unrelated to operations, which is actually encouraged by Assignment Officers to broaden a junior officer’s career experience.

DRUG INTERDICTION

Officers working in the drug interdiction field normally start as boarding officers aboard cutters on patrol. As an officer’s career progresses, other assignments in the field include TACLET and LEDET tours, afloat operations and command opportunities. Related shore assignments at the District, Area and HQ levels offer experience in policy review and development, strategy, budget, and fostering improved international and interagency relationships and cooperation.

OPERATIONS LAW ENFORCEMENT

FISHERIES

A typical career path follows that of an operations afloat assignment with opportunities for advanced education and training in Marine Affairs/Living Marine Resources. Other assignments include liaison officer to the Department of State or NMFS, CO/XO at one of five Regional Fisheries Training Centers and assignments at the District, Area and Headquarters level in the development of policy and coordination with other countries, agencies and non-governmental organizations.

ALIEN MIGRANT INTERDICTION

Personnel involved in Migrant Interdiction Billets in the Group/District level work with local offices of the Immigration and Naturalization Service and US Border Patrol to coordinate migrant disposition and manage units involved in AMIO cases. They also work with U.S. Attorney's offices to coordinate the prosecution of migrant smuggling cases. Area and Headquarters personnel develop plans and execute National and Coast Guard policy regarding migrant interdiction. They work closely with other federal agencies.

LEDET/TACLET

Officer in Charge, LEDET: Law Enforcement Detachments (LEDET) are specialized deployable law enforcement teams. LEDETs make up Tactical Law Enforcement teams (TACLET). The Officer in Charge (OIC) is a Lieutenant Junior Grade (O-2). LEDET missions include counter drug deployments, quick response to alien migration interdiction operations (AMIO), supporting the U.S. Navy in enforcement of UN sanctions, and supporting local, state, or federal law enforcement agencies. The LEDET deployment ranges from 1 to 2 months. However, some deployments may only last a week or two. LEDET OICs are in charge of law enforcement operations (LE Department Head) while deployed and work closely with the CO of the sponsor ship.

TRAINING AND EDUCATION

LEDETs participate in specialized training such as the IONSCAN operator. The IONSCAN is a drug detection device used extensively in counter drug operations. Spanish immersion school is another opportunity for specialized training. Members are normally sent to either Costa Rica or Guatemala for 2 to 3 months to learn Spanish at school and while living with a host family. LEDETs may also attend schools with the High Intensity Drug Trafficking Area (HIDTA) such as Drug or Gang identification courses, 2 week basic to advanced Spanish courses, Intel and Interrogation, and many more. The Navy also offers schools such as SSET and SSEW which are weapons and tactics classes. Each LEDET and TACLET may seek out other schools or training opportunities in the local area that will enhance LE proficiency.

COMMAND OPPORTUNITIES

A Coast Guard Officer can realistically begin as an Officer in Charge of a LEDET then return to the TACLET/LEDET program as the Executive Officer and then as Commanding Officer.

RESERVE PROGRAM MANAGEMENT

FUNCTION

The Reserve Program Administrator (RPA) corps is a select cadre of reserve officers assigned to extended active duty to organize, recruit, administer, and train the reserve component. Corps size remains consistent with reserve training (RT) billet strength, generally between 75-100 officers. RPAs occupy a special occupational field dedicated to reserve program management. While in specialty, they occupy selected officer billets funded by the RT appropriation. These specialty staff positions are located primarily at district offices, ISCs, and Headquarters. RPAs also are permitted and encouraged to serve in out-of-specialty billets, both ashore and afloat, one out of every three tours.

REFERENCE

COMDTINST M1000.6 (series), Personnel Manual

SCOPE

RPAs must develop and maintain a sound understanding of the integrated reserve organization, including structure, resource management (personnel, materiel, and funds), and reserve program-associated recruitment and retention issues. While the RPA corps is relatively small, it manages all aspects of a reserve force that is fully integrated into all Coast Guard operational and support programs.

ASSIGNMENTS

The RPA career path is, in a sense, totally different from all others. RPAs have their own selection and promotion boards and are not part of the ADPL. They must have a working knowledge of the Coast Guard to execute their duties properly. Therefore, to maintain their professional knowledge and expertise, they generally rotate between in- and out-of-specialty tours throughout their careers. When not assigned to a reserve administrator billet, RPAs may fill any Coast Guard billet of appropriate grade level, including postgraduate training.

QUALIFI- CATIONS

Any officer on the ADPL or IDPL in the grade of lieutenant or lieutenant (junior grade) with at least two years' commissioned service in the Coast Guard or Reserve when the RPA designation board convenes is eligible for designation as a provisional RPA. Lieutenants must have three or fewer years in grade when the board convenes.

RPA DESIGNATION BOARD

The RPA designation board is conducted in two phases. The first phase, usually in January, screens all applicant files to select officers for a formal interview at the Coast Guard Personnel Command. During phase two, usually in February, the board conducts its formal interviews and makes final selections.

SELECTED RESERVE OFFICERS

SCOPE

The Ready Reserve provides a corps of officers subject to involuntary recall for defense and non-defense contingencies, trained and ready to respond to surges in operations, domestic contingencies, and during time of war or national emergency.

OFFICER CATEGORIES

Ready Reserve officers generally serve in one of two reserve training or pay categories:

- ☞ Selected Reserve (SELRES)—SELRES Reservists serve in a paid drilling status. They typically perform 48, 4-hour Inactive Duty Training (IDT) drills and up to 14 days of Active Duty for Training (ADT) annually.
 - ☞ Individual Ready Reserve (IRR)—Most officers assigned to the IRR are Reservists who have no military obligation to participate in the SELRES, but who may perform IDT drills without pay. While doing so, they may earn point credits toward a reserve retirement. Most IRR officers have completed their initial active duty obligation, but remain on reserve rolls to complete their 8-year military service obligation (e.g., OCS graduates who are released from active duty). IRR members may perform Active Duty Special Work (ADSW), formerly TEMAC and SADT, for pay.
 - ☞ Inactive Duty Reserve flag officers—Inactive Duty Reserve flag officers are designated as senior reserve officers, one each for the Atlantic and Pacific areas. They act as the Commandant's representative to identify and promote the Coast Guard and Coast Guard Reserve to the public. These officers report directly to active duty Area Commanders.
-

EDUCATIONAL OPPORTUNITIES

Ready Reserve officers may compete for many educational opportunities including senior service schools, DoD Reserve War and Staff Colleges, and short-term Coast Guard and Navy courses open to Reserve officers.

ASSIGNMENTS

With the integration of active duty and Reserve forces, Ready Reserve officers augment active duty commands to prepare for assigned mobilization duties that, in most cases, will be performed at the same augmented unit. Reserve officers in the grades O-4 and below are assigned by the servicing ISC (pf) branch. Tour lengths vary; however, normally an officer is assigned for a minimum of four years. Assignments are generally within a reasonable commuting distance from the member's residence.

SELECTED RESERVE OFFICERS

SENIOR SELECTED RESERVE (SELRES) OFFICER ASSIGNMENTS

All senior officer (O-5 and O-6) billets scheduled for rotation are announced in a shopping list produced by CGPC-rpm, usually in December. Any officer desiring rotation may submit an Assignment Data card (ADC) to their servicing ISC (pf) assignment officer. However, all officers scheduled for rotation must submit their ADC. Requested assignments that are outside the member's ISC area are sent to the ISC (pf) assignment officer who services the requested area.

CAREER FIELDS

Career fields available to Ready Reserve officers include the spectrum of opportunities available to their active duty counterparts (except aviation), including these types of units and billet series:

UNIT ASSIGNMENT

Port security
Vessel augmentation (MLE, ATON, deck)
Groups and stations
Marine Safety Offices—Captains of the Port
Repair, supply and research
Operational shore facilities
Command and control
Contingency planning

BY EXPERIENCE INDICATOR CODE:

Administration
Boating safety
Comptrollership
Engineering management
Marine safety
Operations
Personnel

WARRANT SPECIALTIES

Boatswain	Material maintenance
Communications	Medical administration
Electronics	Personnel administration
Naval engineering	Port safety and security
Finance and supply	Physician Assistant
Public information	Weapons

CHAPTER 5

ASSIGNMENTS

ADPL Assignments

- ❑ Needs of the Service
- ❑ Personal Needs
- ❑ Tour Length
- ❑ Collocation
- ❑ Career Factors
- ❑ Communicating with Your Assignment Officer
- ❑ CWO Assignment Process

IDPL Assignments

(to be developed and promulgated in early 1999 upon completion of current Commandant-chartered QAT reviewing the Reserve officer management system)

ADPL ASSIGNMENTS



ORGANIZATION The assignment process is designed to match the needs of the Service with your skills, specialty and personal desires; in other words, to assign the right person to the right job at the right time. Career paths are designed to develop necessary skills and experience to staff the organization. Occupational specialties are developed through operational assignments, cross-training and graduate-level education. Assignments are a competitive process involving all fully qualified officers who have requested a billet.

BALANCE The fundamental tenets of the officer assignment system require equitable, unbiased, consistent consideration of Service needs, program and unit requirements, and the individual needs of the member.

RESPONSIBILITY TO THE PUBLIC Officer assignments are driven by the Coast Guard's need to serve the public interest. The specific skills and experience mix to meet this need constantly changes with new technology, changing budgets and new legislation. Since the Coast Guard serves the public, the first consideration for officer assignments is the needs of the Service.

REFERENCE COMDTINST M1000.6 (series), Personnel Manual
COMDTINST 1754.7 (series), CG Family Special Needs Program
COMDTINST 5320.7 (series), Commissioned and Warrant Officer Billet Manual
CG-5494, CG Special Needs Enrollment Form
CG-3698, Assignment Data Card

NEEDS OF THE SERVICE



PRIMARY ORGANI- ZATIONAL NEEDS

Assignment Officers (AOs) must consider four primary organizational needs when making assignment decisions.

- ☞ Officer Career Paths—Each occupational specialty may have several career paths.
- ☞ Qualification—AOs must be sure the Coast Guard is properly staffed by filling each billet with a qualified officer.
- ☞ Occupational Specialty—Each occupational specialty must contain an adequate number of officers. AOs accomplish this goal by assigning officers to a variety of billets in different locations and educating them in a proper mix of graduate school disciplines.
- ☞ Diversity—The Coast Guard is committed to embracing and managing the diversity of our workforce. The rich perspectives that all individuals bring to the workplace enhance mission accomplishment. Placing women and minority officers whose performance places them among the best qualified in positions where they serve as role models to other officers, enlisted members, and the civilian community supports this commitment.

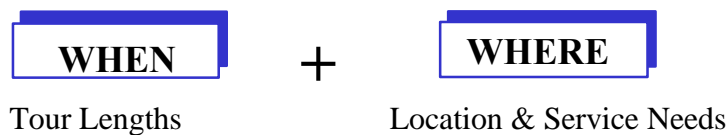
ROLE OF THE PROGRAM MANAGER

Management of occupational specialties is generally assigned to a Headquarters program manager. For example, Commandant (G-CFM) is the program manager for the Financial Resource Management specialty. AOs solicit input from Headquarters program managers when making assignment decisions.

NEEDS OF THE SERVICE

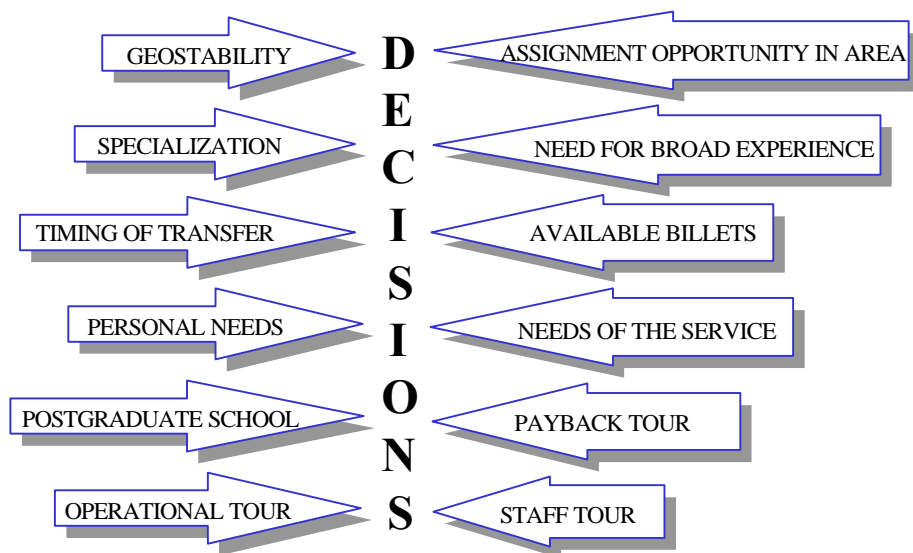
ASSIGNMENT TIMING AND LOCATION

Your goal is to be well informed about assignment choices, processes, and timing and how they affect promotion potential. AOs know you consider several factors in assignment choices; career potential, family, and other personal concerns among them.



Tour lengths drive the "when" of reassignment timing. Location and Service needs, including personal desires, drive the "where" for location. Obviously, you cannot move to a location where all billets for which you are qualified are already filled. Fairness dictates opportunities for assignment to desirable locations be open to all.

PERSONAL NEEDS



GOAL

In addition to balancing Service and program needs, AOs serve as personal counselors and advocates for the members they assign. They realize assignments can affect careers and personal satisfaction. Their goal is:

TO MEET THE NEEDS OF THE SERVICE WHILE MAXIMIZING
OFFICERS' SATISFACTION AND CAREER NEEDS.

This is a goal. In a dynamic assignment environment, it is not possible to make everyone completely happy. However, with the proper attitude, career planning, and cooperation with the system, you can receive a high degree of satisfaction from the assignment process.

COMMUNICATING PERSONAL AND/OR REGISTERED SPECIAL NEEDS

It is important to communicate your family's special needs to your AO. Use the Assignment Data Card comment section to do so, including family medical situations, counseling or schooling needs. If applicable, you also must fill out the Coast Guard Special Needs Enrollment and Assessment Form (CG-5494). For more information about the special needs program, contact your Family Program Administrator (FPA) or Dependent Resource Coordinator (DRC) at your local Work-Life Staff Office.

PERSONAL NEEDS

NEED FOR GEOSTABILITY

The need for geostability reflects changing societal attitudes and values coupled with substantial, increasing numbers of geographic bachelors and dual-career Coast Guard families. Fewer PCS moves also result in cost savings; managing the personnel transfer account prudently is always a factor, and critical in lean financial times. In addition, the Coast Guard wants to use its personnel's local knowledge to enhance its service to the public.

GUIDELINES

Current guidelines allow AOs to manage conflicting aspects of geographic stability. On completing a tour in a given geographic location, your AO closely scrutinizes your extension request or request for another tour at that location to provide other officers the opportunity to compete for assignment there. You must compete for your own job along with other officers desiring that billet. If you compete successfully, the AO allows you to remain in that area. AOs do not move you simply because you have reached an arbitrary time in a geographic area.

CAREER CONSIDERATION

Geostability does not damage your career; however, consider the assignment opportunities in the area. Does a specific location have an adequate assignment mix to enable you to grow professionally and successfully compete for promotion?

TOUR LENGTH

TOUR LENGTH GOALS These tour length guidelines for commissioned and chief warrant officers represent, on average, assignment goals the Coast Guard Personnel Command (CGPC) strives to attain in managing the officer corps. You should be flexible even in an assignment, since the CGPC can adjust individual tour lengths to meet Service needs. Because it must balance Service with personal needs, the dynamic nature of the personnel system sometimes prevents completing a tour of duty as shown below.

REFERENCE COMDTINST M1000.6 (series), Personnel Manual, Article 4.A.5.

AFLOAT

2 YEARS Cutters
LEDETS
USN Exchange
SQD Western Hemisphere Group
UNITAS; CWO WPB CO

3 YEARS CO (WLB/WTGB)/Supply Officer
WMEC EO & WAGB AEO
All other CWOs afloat

ASHORE

4 YEARS Except for the following:

[AVIATION:](#)

3 YEARS CO (O-6 and AIRSTA Washington)
Precommand (OPS/EO/XO)
POPDIV Branch Chief

2 YEARS CO (O-5) & POPDIV Duty

[MARINE SAFETY UNITS \(MSO/MIO/MSD\):](#)

3 YEARS Command Cadre

1-4 YEARS OUTCONUS assignments vary (refer to Personnel Manual, COMDTINST M100.6 series)

TOUR LENGTH

ASHORE

(Continued)

UNITS UNDER HEADQUARTERS/AREA/MLC/DISTRICT:

3 YEARS	CO/XO/OPS	OCS staff
	VTs Duty	CGPC- Division Chiefs
	ICC	CGPC-Branch Chiefs
	TACLETS	Assignment Officers
	ITD	CAC Coordinators
	Training Team	Staff (opm)
	Non-PHS O-1s and above at Groups	first tour O-1 and O-2
	Academy cadet branch chief	

2 YEARS Commander, (CGPC)
CG Academy Assistant Superintendent
Chief, CGPC-opm
Chief, CGPC-epm
Assistant Chief, CGPC-opm

STAFFS AT HEADQUARTERS/AREA/MLC/DISTRICT:

3 YEARS G-CPA and G-CC staff
Chief Trail Judge G-L-4
Chief, G-CBU-2

2 YEARS Area or district Chiefs of Staff and Chiefs of Operations
MLC Deputy Commander
Ethnic and Gender Policy Adviser
Executive Assistants to G-C, G-M, G-O, G-S, G-W, G-CC, G-CP, G-CQ, G-CX, G-CPA, G-CBU, G-CI, G-AD, G-H, G- MO, G-OP, G-OC, G-SL, G-SC, G-SE, G-WT, G-WK, and G-WR
Deputy G-CCS and G-CI

MEDICAL:

5 YEARS PHS CONUS clinical

COLLOCATION

INTRODUCTION	Only five percent of Coast Guard officers are married to other service members. AOs work diligently to keep these families together.
REFERENCE	COMDTINST M1000.6 (series), Personnel Manual, Article 4.A.8.
SUCCESSFUL COLLOCATION	As a rule of thumb, a successful collocation is defined as one in which both individuals' units are within 60-70 miles of each other.
TWO SIDES OF COLLOCATION	Some believe collocated couples receive special treatment in the assignment process. On the other hand, some collocated couples perceive assignment possibilities are restricted to large metropolitan areas. The AO's goal, as in all assignments, is to meet Service needs while maximizing officers' satisfaction and career needs.
COLLOCATION FACTORS	<p>Some important points to remember about collocations include:</p> <ul style="list-style-type: none">☞ Assigning married couples on active duty is based on the Coast Guard's needs. Collocation is one of many factors but not the primary factor. Married couples are not guaranteed assignment to the same geographic area.☞ It is important to indicate collocation status on the Assignment Data Card.☞ Married couples are not assigned together to the same cutter or restricted duty station.☞ To minimize chain of command conflicts, married couples are not assigned to the same unit where one supervises the other or where one is senior in rank to the other's supervisor. <p>For better assignment opportunities, career paths should complement the assignment equation. For example, one member specializing in operations afloat and one member in marine safety. When two married members have the same occupational specialty, collocation becomes inherently difficult.</p>

CAREER FACTORS

ASSIGNMENT SERIES

You can view your career as a series of billet assignments. With each comes an associated increase in responsibility. Career planning, and therefore assignment choices, involve examining and assessing position and potential in the assignment progression. To further develop your potential, you must choose assignments within the framework of the assignment process.

ADMINISTRATIVE AND OUT-OF-SPECIALTY TOURS

In addition to assignments in an occupational specialty, other significant qualities and experience are important in seeking a Coast Guard career. Two of the most important are administrative and out-of-specialty tours.

- ☞ Administrative—It is not sufficient to only climb the ladder of responsibility and technical expertise as shown in a specialty career path. Every officer billet requires managerial or administrative ability, the very abilities which become more important with seniority.
 - ☞ Out-of-Specialty Tour—No one can have an in-depth knowledge of all primary occupational fields; however, you should have a working knowledge of and appreciate all mission areas that complement an individual area of expertise. Out-of-specialty tours give you a better overall view of the Coast Guard, its missions, and various program interrelationships.
-

CAREER CHECKLIST

The more actively you participate in determining your career, the greater your personal satisfaction can be. You have a better idea not only of what you expect, but also of your destination. This checklist provides some guidance in making assignment and career decisions.

- ☞ Identify Your Goals
 - ☞ Act Now; Don't Wait
 - ☞ Know and Communicate with Your Program Manager
 - ☞ Look at Your Assignment History
 - ☞ Work with Your Mentor
 - ☞ Request Assignments that will Help You Achieve Your Goals
 - ☞ Investigate Advance Education (AE) and/or Special Training Opportunities
 - ☞ Investigate Potential Assignments after AE or Special Training
 - ☞ Get Performance Feedback (How Well are You Performing – Mid-term review/counseling)
-

COMMUNICATING WITH YOUR ASSIGNMENT OFFICER

PERSONAL ADVOCATES

After carefully planning and considering the many variables that make up the assignment process, the next step is to communicate with your AO. Every AO's goal is to meet Service needs while maximizing officer satisfaction and career needs. Your AO is your personal advocate. Conversations and counseling sessions between you and your AO are private, privileged, and a very important part of the personnel management system.

BE REALISTIC

The key to constructive dealings with your AO is flexibility. In other words, help the system work for you. Avoid demanding a specific billet and don't put an unwanted billet on an ADC. The greater your flexibility in duty preference, generally the greater your options are. You are more likely to be happy with your own second or third billet choice than with none at all. Work with your AO to develop realistic priorities.

RESPONSIBILITY

AOs come under the Officer Assignment Branch, Officer Personnel Management Division, Coast Guard Personnel Command (CGPC-opm-2).

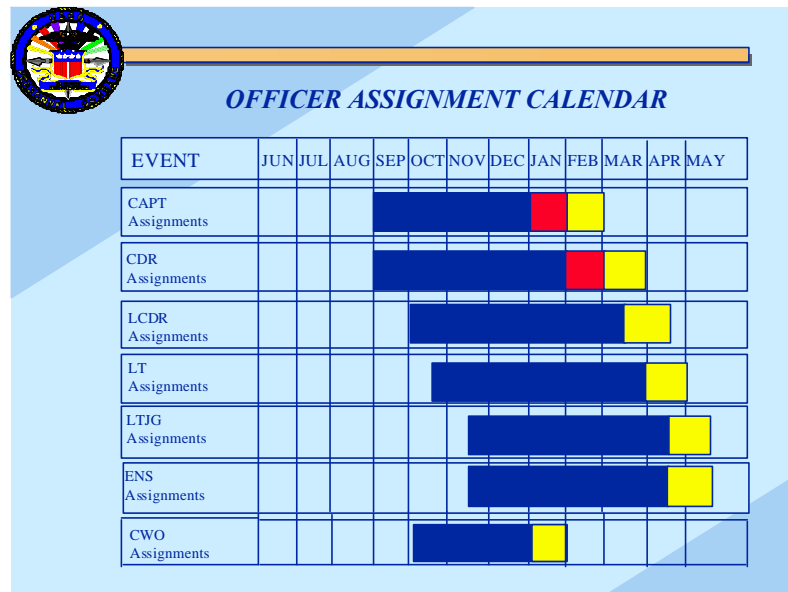
COMMUNICATING WITH AN AO

There are several ways to communicate with your AO:

- ☞ Assignment Data card (CG-3698A)
 - ☞ Telephone
 - ☞ Fax/Email when authorized in advance by your AO
 - ☞ Personal visit by appointment
 - ☞ Letters
-

COMMUNICATING WITH YOUR ASSIGNMENT OFFICER

BUSY SEASONS When trying to contact an AO, remember only 15 AOs track the thousands of Coast Guard officers. During certain times of the year, AOs are especially busy. These following calendars illustrate critical assignment times.



COMMUNICATING WITH YOUR ASSIGNMENT OFFICER



SENIOR OFFICER ASSIGNMENT CALENDAR

EVENT	SEP	OCT	NOV	DEC	JAN	FEB
SENIOR SERVICE SCHOOL						
COMMAND SCREENING						
O-6 ASSIGNMENT PANEL PROCESS						
O-5 ASSIGNMENT PANEL PROCESS						



JUNIOR OFFICER ASSIGNMENT CALENDAR

EVENT	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY
PG/FLIGHT SCHOOL PANELS												
PROMOTION BOARD RESULTS	O-2		O-4		O-3		O-2					
COMMAND AFLOAT SCREENING												
O-4/BELOW "OPS/OCONUS SBI"												
INTEGRATION & EXTENSION	E X T							E I X N T T				
O-4/ BELOW "STAFF"												

COMMUNICATING WITH YOUR ASSIGNMENT OFFICER

AO ACCOUNTS Each AO handles a group of billets called an account, shown below.

(202)267-1644 Post Continuation Captains	(202)267-2533 Captains	(202)267-1677 Commanders
(202)267-1678 Deck Officers Afloat Navy Exchange Program	(202)267-1679 Intelligence - Defense Operations Operational Training Cutter Management - Law Enforcement TQC - FTG - MLE School BOSN CWO (Except "M")	
(202)267-6040 Boating - Auxiliary OPCENs-SAR (Groups & Stations) ELECTRONICS (Radio Aids - Electronics Eng - Comms Computer Science - IRM) ATON Ashore ISC Command Cadre	(202)267-1681 ENGINEERING (Naval - Civil - Industrial - Eng Physics) Support Centers (XO/OPS)	
(202)267-1680 AVIATION CDR & LCDR LT - OPS	(202)267-6025 AVIATION LCDR & Below First Tour Operational Exchange/NASA Programs Instructor Pilot/Flight School/DCA Assignments	
(202)267-1673 MARINE SAFETY CDR & LCDR VTS, Ice Operations	(202)267-6041 MARINE SAFETY LT & LTJG	
(202)267-1672 Legal - Admin - Personnel Recruiting - Training Financial Management PPBES (except G-K & G-R)	(202)267-1360 USPHS, Line Officers & PAs - Recruiting International/Congressional Affairs Special Liaisons - Inspection Staffs Readiness & Reserve - Military Aides	
(202)267-1672 CWO PERS - F & S - AVI - MED INF - CGI - BNDM Work Life Assignments	(202)267-1671 CWO ENG - ELC - COMM MAT - WEPS "M" CWOs	

COMMUNICATING WITH YOUR ASSIGNMENT OFFICER

OFFICER SHOPPING LIST

Officer shopping lists are available through the CGPC-opm "Fax on Demand System." Units with a fax can gain access to this information any time during the assignment season at (202) 267-0935 or 1-800-432-2282.

ADC

The Assignment Data Card (ADC), CG-3698A, is the primary, most efficient means to communicate with your AO. When CGPC-opm-2 receives an ADC, it is routed through every AO. The ADC is a personal communication between you and the AOs. It is not shared with commands, programs, or other officers.


WHEN TO SUBMIT

Submit an ADC within six months of reporting to a new unit or whenever work or home phone numbers change. AOs constantly search for ways to communicate with officers who have not provided good phone numbers. Don't miss out on a dream assignment because an AO cannot reach you.

You can hand print ADCs. You can revise them as often as you please. To ensure correctness, take special care to enter the correct unit OPFAC numbers and Officer Billet Codes using the Officer Billet Manual, COMDTINST M5320.7 (series), for your assignment choices. When you fill out your ADC, send the original to CGPC-opm-2 and a copy to your PERSRU. The PERSRU enters the ADC in the database and returns a validated copy to the member.

PYRAMID CHOICES

The purpose of your ADC is to get you your preferred billet. The most effective way to fill in assignment choices is by pyramiding: list your "dream billet" first and then widen your choices by location and/or occupation. For example, when listing assignment choices on an ADC use this pyramid:



DEPGRUCOM, St. Petersburg
Any CGD7 DEPGRUCOM Billet
Any East Coast DEPGRUCOM Billet
Any East Coast Operations Ashore Billet
Any East Coast Operations Billet
Any East Coast Billet

LIST ALL CHOICES

Billet choices broaden as geographical and operational specialties are expanded. The chances of your getting something on the above list are favorable.

Don't list only those billets on the shopping list. Request what you want and assume every billet may open.

COMMUNICATING WITH YOUR ASSIGNMENT OFFICER

ADC REMARKS SECTION

The remarks section on the ADC can be critical depending on your situation. These are important points to remember about your remarks.

- ☞ List your most important factor (e.g., location, job type, collocation).
- ☞ Show how a requested assignment corresponds to career goals.
- ☞ Describe any registered special needs, if appropriate.
- ☞ Indicate if you are married to a Service member.
- ☞ Explain your concerns about your least desired area.

REQUESTS

- ☞ Extension requests—Submit on an ADC.
- ☞ Early rotation request—Submit on an ADC. A command endorsement is required.

TELEPHONE

AOs attempt to answer all the calls they receive. However, during their busy season, it may take two to three days to return your call. When calling an AO:

- ☞ Provide your 10-digit phone number.
- ☞ Provide sufficient information on your voice mail to allow the AO to research your issue.

PERSONAL VISIT/RECORD REVIEW

Another way to communicate with your AO is a personal visit. When you visit Washington, DC be sure to make an appointment to see your AO. Also, make an appointment to review your record for completeness and accuracy.

BULLETIN BOARD

It is also advisable to call the assignment bulletin board before you talk to the AO directly.

☎ 1-202-267-0935

or

☎ 1-800-432-2282

RECOMMENDATIONS

AOs do not decide; they recommend. The Chief, Officer Assignment Branch, decides assignments for officers O-4 and below. O-5 and O-6 assignment decisions are made by assignment panels. This oversight system ensures all assignment **decisions** are reviewed impartially.

CHIEF WARRANT OFFICER ASSIGNMENT PROCESS

ASSIGNMENT FACTORS

The assignment process is the same for chief warrant officers as for any other officer. However, there are some important factors to consider.

- ☞ New appointees are assigned to vacancies remaining after current chief warrant officers are assigned.
- ☞ All things being equal, assignments are offered in order of precedence on the appointment list, taking into account the skills set of the individual and the skills set required for the position.

CAREER GOALS

Career goals are an important factor in the chief warrant officer assignment process. Make goals and know the avenues necessary to achieve them. Example:

POSITION DESIRED

AVENUE TO GET THERE

Engineering Officer

Main Propulsion Assistant

NESU, Duty

Variety of Naval Engineering Billets

WPB CO

Afloat Tour

WLM CO

1st LT WLM/WLB

Station CO

Operational Tour

LORSTA CO

LORSTA Senior Technical Officer

Inspection Dept. Chief

Marine Inspection Tour

CHAPTER 6

PROFESSIONAL

DEVELOPMENT

Training and Education

- ❑ **Short-Term Training**
- ❑ **Advanced Education Program**
- ❑ **Senior Service Schools**
- ❑ **Off-Duty Education**

Record of Professional Development (CG-4082)

Advanced Education Program Managers

TRAINING AND EDUCATION

INTRODUCTION	Training and education are extremely important aspects of your Coast Guard career. The additional knowledge and expertise you gain through continuing training and education assist you to perform associated duties more effectively. They also are important to the Coast Guard, since only through advanced training and education will the officer corps be able to meet the challenges of technological change and gain the senior officers it needs for future leaders.
REFERENCE	COMDTINST M1500.10 (series), Training and Education Manual
ADVANTAGES	14 U.S.C. 259 (a) mandates promoting Coast Guard officers above lieutenant (junior grade) by the "best qualified" concept. One factor selection boards often consider in determining "best qualified" is the training and education an individual has. While a postgraduate degree does not guarantee promotion, it can become a factor at the highly competitive O-5 and O-6 level. Remember, timing is everything. Be aware of the impact postgraduate school will have in your assignment opportunities.
TRAINING MANAGER	COMDT (G-WTT) manages the Coast Guard's training and education program.
RESIDENT PROGRAMS	<p>The Coast Guard offers three resident training and education programs for officers.</p> <ul style="list-style-type: none">☞ Short Term Training—Instruction of less than 20 weeks not involving a permanent change of station. These courses are narrow in scope and designed to qualify officers to occupy specific military billets.☞ Advanced Education and Training—Instruction at various colleges and universities in specific program areas for 20 or more weeks involving a permanent change of station.☞ Professional Education—Courses at one of the senior service schools.
NONRESIDENT PROGRAMS	In addition, senior service schools offer numerous voluntary nonresident programs, including correspondence courses. For further information on nonresident courses, contact your Educational Services Officer (ESO).

SHORT-TERM TRAINING

PURPOSE

The goal of short-term training is to develop or improve specific skills or knowledge required for job entry, a present job, or increased job responsibilities.

Several sources contain information on short-term training. These publications list class convening dates.

REFERENCE & PUBLICATIONS

- ☞ COMDTNOTE 1540 FY—Class Convening Schedule for Coast Guard Class “A” and Class “C” Resident and Exportable Training Courses
- ☞ Navy—(CANTRAC) NAVEDTRA 10500, Catalog of Navy Training Courses
- ☞ DOT and Civilian—Servicewide Civilian Training Catalog

PRIORITY

Short-term training is funded on a priority basis as follows:

- ☞ Priority 1—Essential to mission accomplishment or program objectives; if not provided will have a major, adverse impact on mission accomplishment or achievement of program objectives.
- ☞ Priority 2—Directly related to mission accomplishment or program objectives and should result in improved performance; if not provided will not have any significant adverse impact on mission accomplishment or achievement of program objectives.
- ☞ Priority 3—Indirectly relates to mission accomplishment or program objectives, such as enhancing overall ability of Coast Guard personnel to perform better in subsequent assignments; if not provided, will have no negative impact on accomplishing mission or achieving program objectives.

HOW TO APPLY

Submit requests for short-term training on the Short-Term Resident Training Request (CG-5223) in accordance with the above publications.

Reserve officers (not on extended active duty) requesting ADT should use the Reserve Career Development Interview Form and Request for ADT Orders (CG-5529).

WHEN TO APPLY

Submit requests three months before the course convenes. Submit requests for Navy and other service-taught courses six months before the course convenes.

ADVANCED EDUCATION PROGRAM

OBJECTIVE

The Coast Guard's Advanced Education program, which affords the opportunity for qualified officers to obtain an advanced education full-time at Coast Guard expense, serves three purposes:

- ☞ Qualifies officers for specific military billets.
- ☞ Acts as a magnet to retain talented middle-grade officers.
- ☞ Puts Coast Guard officers on an educational par with their private sector counterparts.

Training and education are provided to develop those skills individuals in the personnel pool do not normally possess. The program's long-term goal is to establish a high level of technical and managerial competence among senior personnel, including chief warrant officers.

CAREER FACTORS

Consider these factors in deciding whether to participate in the Advanced Education program:

- ☞ **Specialization**—The type of degree can affect assignment opportunities. Generally the more scientific or technical the curriculum, the greater the degree of specialization and the more constrained your assignment options. Management-oriented curriculum, however, qualify you for a wide variety of assignments in many program areas.
 - ☞ **Geographic Location**—Following completion of the education program, you typically are assigned to staff or administrative billets at Areas, Maintenance and Logistics Commands, Districts, or Headquarters units.
 - ☞ **Out-of-Specialty Tours**—The availability of out-of-specialty tours varies considerably by the particular specialty and the number of specialists available to fill it. Expect assignment to a billet in a new specialty immediately after completing graduate school.
 - ☞ **Timing**—When you are selected for graduate school can affect your ability to qualify for future assignments. For example, you complete an assignment ashore and then attend graduate school. Afterwards, you are assigned to another ashore billet in your specialty, often called your "payback" tour. If you then desire to return to sea, you might not be as competitive as someone with more recent afloat experience.
-

ADVANCED EDUCATION PROGRAM

QUALIFICATIONS ☞ Apply when in target grade range for identified program.

- ☞ Have at least two years of service at time of transfer.
- ☞ Satisfy all prerequisites for integration.
- ☞ Meet program requirements.
- ☞ Have minimum of 2.5 undergraduate grade point average (on a 4.0 scale).
- ☞ Take the GRE, GMAT or LSAT depending on the program for which you are applying.
- ☞ Be eligible for transfer the following year if selected.

APPLICATION

Send a letter request for graduate school through your chain of command to:

[Coast Guard Personnel Command \(CGPC-opm-1\)](#)

in the format shown in the Training and Education Manual. For most programs, applications must be received by 15 May. Application receipt will be acknowledged if you submit a completed, self-addressed Acknowledgment/Referral Card, CG-4217, or Document Receipt, CG-9733, with your application.

TIPS

-
- ☞ Apply! In certain instances, no one was selected for a particular advanced education program due to a lack of qualified applicants!
 - ☞ List up to two choices. Use the program titles as they appear at the end of this chapter. Even though you may be interested in a subspecialty within a program, don't list the subspecialty as one of your choices. If you do, you may limit your consideration or you may be considered for the wrong program. Each choice is considered separately. List your choices in the order of your preference. If you are selected for both, you will be required to attend your first choice unless a Service need dictates otherwise.
 - ☞ Seek a strong command endorsement.
 - ☞ Solicit two (and only two) letters of recommendation. These may come from instructors, professors, or professionals in the field for which you are applying. Recommendations also may come from senior officers not in your current chain of command.
-

ADVANCED EDUCATION PROGRAM

TIPS

(Continued)

- ☞ Update your Record of Professional Development (CG-4082).
- ☞ Take the appropriate GRE, GMAT or LSAT, early if you're even contemplating graduate school.
- ☞ If you don't think your previous grades are competitive, act strategically. Enroll in and complete off-duty education courses. Contact the program manager for guidance on the most promising areas in which to concentrate off-duty education efforts.
- ☞ Timing is everything! Even if you are not tour complete you may apply. However, advanced education panels will consider the time remaining in your present tour.

ADVANCED EDUCATION SELECTION BOARD

The postgraduate selection board actually consists of more than 50 panels, each responsible for a separate program. Each panel is made up of at least three members: the appropriate AOs, the program manager and one or more additional members. These panels meet between May and November.

SELECTION CRITERIA

- ☞ Applications
 - ☞ Headquarters Personnel Data Records
-

OBLIGATED SERVICE

Three months for every month enrolled except:

- ☞ Law—6 years
- ☞ Aviation Training—5 years

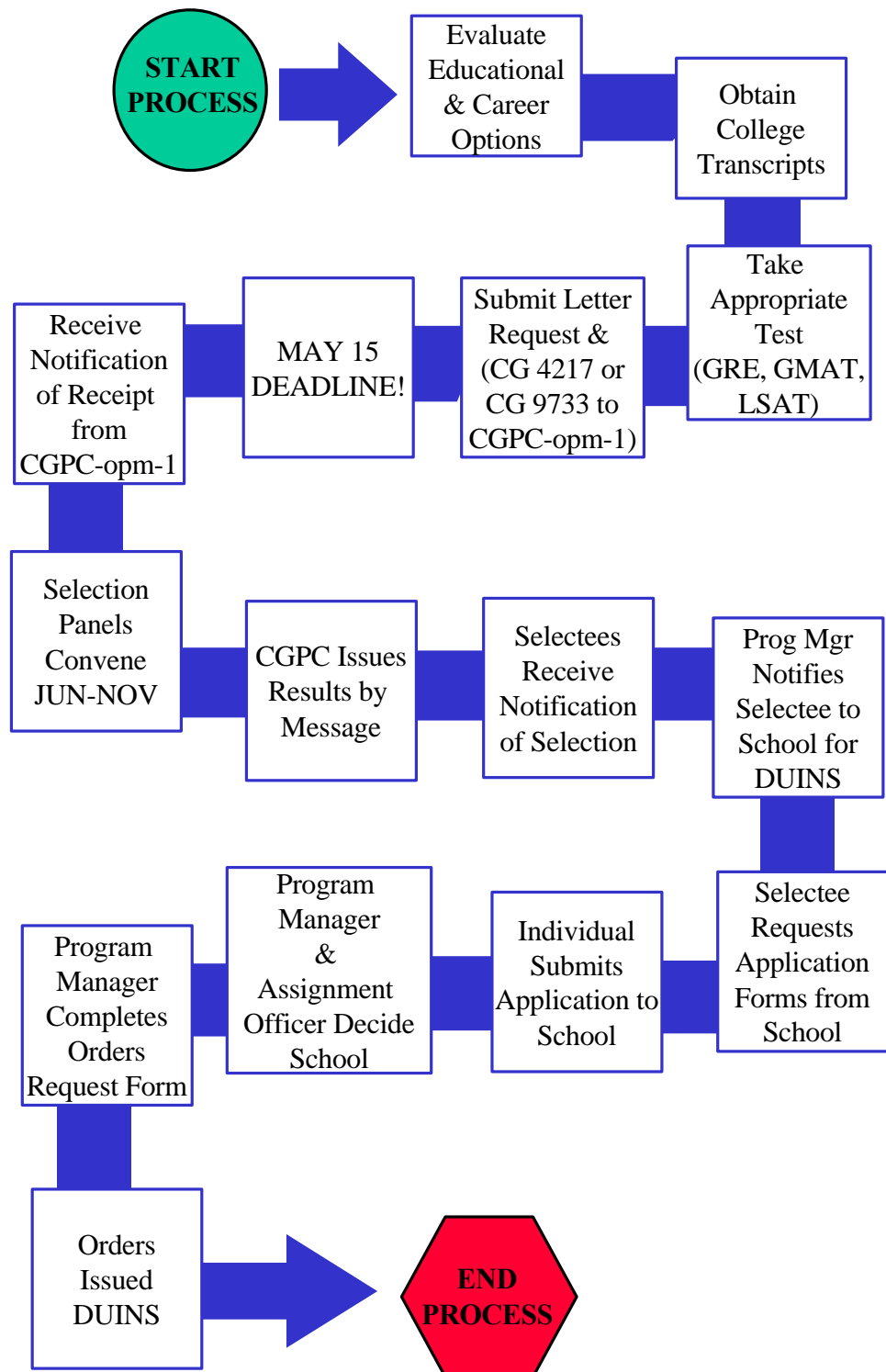
Note: This obligated service is in addition to any previously incurred.

REFERENCE

COMDTINST 1524.1 (series), Coast Guard Advanced Education Program

COMDTINST M1500.10 (series), Training and Education Manual

ADVANCED EDUCATION PROCESS



SENIOR SERVICE SCHOOLS

PURPOSE	Senior service schools prepare senior military officers for executive positions and present an excellent opportunity to broaden your professional base.
PROGRAMS	<ul style="list-style-type: none">☞ National War College☞ Industrial College of the Armed Forces (ICAF)☞ Foreign Service Institute (FSI)—Senior Seminar☞ Naval War College☞ Army War College☞ Air War College☞ Harvard National Security Fellowship
WHO IS ELIGIBLE	<p>The senior service schools are open to four-year groups consisting of the three senior commander year groups and the junior captain year group. The four-year groups are then divided into a two-year junior and a two-year senior window.</p> <ul style="list-style-type: none">☞ Officers in the junior window are considered only for the Naval, Army and Air War Colleges; ICAF; and the Harvard National Security Fellowship.☞ Officers in the senior window also may be considered for these schools but primarily are considered for ICAF, the National War College, and FSI's senior seminar.
SCREENING PANEL	<p>The screening panel for the senior service schools will:</p> <ul style="list-style-type: none">☞ Screen only those officers who will have at least two years in their present billet or have completed their tour by the following assignment season.☞ Screen each officer twice, once each in the junior and senior windows.☞ Select those officers with a strong record of past performance and the best potential for future senior leadership within the Coast Guard.
CONVENING DATE	The screening panel meets annually in September.
APPLICATION PROCEDURE	There is no application process for senior service schools. Officers interested in a particular school should indicate so on their ADC.

OFF-DUTY EDUCATION

ALTERNATIVES Not every officer can be selected for the advanced education program. However, an officer can pursue an advanced education degree during off-duty hours.

ADVANTAGES There are certain advantages to pursuing advanced education during off-duty hours.

☞ The Coast Guard does not have to approve the field of study.

☞ There are neither "payback" tours nor additional service obligations.

TUITION ASSISTANCE The Coast Guard Tuition Assistance program is designed to assist military personnel to broaden their academic or technical background by funding their off-duty independent education. This program pays up to 75 percent of the cost of each credit hour to maximum tuition assistance of \$187.50 per hour. Maximum tuition assistance allowed can change each fiscal year and is dependent on budget constraints. The program is now administratively centralized at the Coast Guard Institute. After requests are mailed or faxed to the Institute, it is processed and electronically transmitted to the paying agency, the U.S. Navy. For more information on this program, refer to the following references:

☞ ALCOAST 097/97

☞ CG Institute – 1-888-532-8357

☞ Web Site: <http://www.uscg.mil/hq/cgi/>

ELIGIBILITY All regular and reserve Coast Guard personnel with at least 12 months remaining on their active duty contract. All full time civilian employees through FY99.

LIMITATIONS FY99 maximum tuition assistance is \$1,000 per active duty member and full time civilian employee; \$250 for Selected Reservists.

OTHER SOURCES You may be eligible for financial aid through the college or university you attend. Contact your institution's financial aid office for more information.

OFF-DUTY EDUCATION

VETERANS BENEFITS

You also may be able to take advantage of your veteran's educational benefits. Contact your local Department of Veterans' Affairs representative or your area Work-Life staff.

CORRE- SPONDENCE COURSES

Due to the nature of the service, attending off-duty classes is not always possible. In that case, correspondence courses may be the answer. There are numerous programs available. Your Educational Services Officer has more information.

DOCUMENTATION

Upon completing a degree or professional certification, notify your PERSRU for entry into the Personnel Management Information System (PMIS). In addition, it is imperative that you update your Record of Professional Development (CG-4082). Described in detail later in this chapter, this form is a critical communication link between you and the promotion boards.

RECORD OF PROFESSIONAL DEVELOPMENT (CG-4082)

CG-4082

The Record of Professional Development (CG-4082) communicates professional development accomplishments. It is a voluntary form that reports types and sources of achieved accomplishments.

PURPOSE

The Record of Professional Development serves three purposes:

- ☞ Promotion boards may use it as a selection factor.
 - ☞ It can be a factor in duty assignment decisions.
 - ☞ It can be a selection factor for advanced education or specialized training.
-

IMPORTANCE

Officers often overlook CG-4082 as a way to communicate with various boards. The form shows how you are pursuing professional development.

KEY WORDS

When filling out the Record of Professional Development, use the following key words.

- ☞ **Under Grad Degree**
- ☞ **Grad Degree**
- ☞ **Academic Courses**
- ☞ **CG Courses**
- ☞ **Certification Course**
- ☞ **DOD Courses**
- ☞ **Qualification**
- ☞ **License**
- ☞ **Professional Reading**
- ☞ **Published Article**
- ☞ **Professional Seminars**
- ☞ **Language Proficiency**

Some examples of the above listed key words can be found on page 2 of the form. Ensure to include a descriptive title and institution or location of activity for each key word used. Also include certification, qualification or grade and month and year completed.

FORM SUBMISSION

Submit this form as needed to:

[**Coast Guard Personnel Command \(CGPC-adm-3\)**](#)

- ☞ This form will become a part of your permanent record.
 - ☞ Only one signed original is needed.
 - ☞ Only official transcripts or certified copies of transcripts will be accepted. No other attachments authorized.
 - ☞ Submit a copy of CG-4082 to your servicing PERSRU if reporting completion of an off duty course of study such as completing a GED or earning a college degree.
-

ADVANCED EDUCATION PROGRAM MANAGERS

PROGRAMS

PROGRAM MANAGERS

Academy Instructor	CGA (dd)
ACET Officer	G-SRF
Aeronautical Engineering	G-SEA
Air War College *	G-CX
Army War College *	G-CX
Aviation Engineering Administration	G-SEA
Aviation Maintenance Officer Training	G-SEA
Aviation Maintenance Technology	G-SEA
Civil Engineering	G-SEC
Defense System Acquisition Management	G-A
Dental Residency Training	G-WKH-2
Electrical Engineering	G-SRF
Environmental Management	G-MRP
Financial management	G-CFM
Fire Protection/Electrical Engineering	G-MRP
Foreign Service Institute (FSI) – Senior Seminar *	G-CX
Harvard National Security Fellow *	G-CX
Hazardous Materials/Industrial Hygiene	G-MRP
Health Care Administration – Graduate	G-WKH-2
Health Care Administration – Undergraduate	G-WKH-2
Human Resource Development	G-WTT
Human Resource Management	G-WR
Human Performance Technology	G-WTT
Industrial College of the Armed Forces (ICAF) *	G-SRF
Industrial Management	G-SLP
Information Technology Management	G-SRF, G-MRP
Communications System Engineer	
Computer Science/System Management	
Information Systems Management	
Instructional Technology	G-WTT-1
Law	G-LPD
Leadership Studies	G-WTL
Management of Technology	G-A-1, G-SEA
Living Marine Resources/Marine Affairs	G-OPL
Marine Corps War College (C&S)	G-OPD
Marine Engineering	G-MRP
Marine Engineering Technology	G-MRP
Marine Safety Industry Training Programs	G-MRP
Investigations Industry Training	
Marine Environmental Protection Industry Training	
Merchant Marine Industry Training	
Port Safety Industry Training	

ADVANCED EDUCATION PROGRAM MANAGERS

PROGRAMS

Medical Residency Training
National War College *
Naval Engineering
Naval Engineering Technology
Naval war college (Command & Staff)
Naval War College (Senior College) *
Ocean Engineering
Oceanography
Operations Analysis
Operations Research
Organizational Behavior
Organizational Development
Physician Assistant
Public Administration
Public Administration – Human Resources emphasis
Public Affairs
Sloan Fellowship
Strategic Intelligence
* Indicates Senior Service School

PROGRAM MANAGERS

G-WKH-2
G-CX
G-SEN
G-SEN
G-OPD
G-CX
G-SEC
G-OPN
G-WP-1
G-WP, G-MRP
G-WR
G-WT
G-WKH-2
G-CPP
G-WR
G-CP
G-CPA
G-OCI

CHAPTER 7

OFFICER EVALUATION

SYSTEM

Officer Evaluation System (OES)

OER Rating Chain

- Responsibilities

Quality OERs

- Additional Information and Appealing OERs

Officer Support Form (OSF)

OER Submission

Flowcharts

- ADPL OERs
 - Annual – Semiannual Submission
 - Detachment of Reported-On Officer
 - Detachment or Change of Reporting Officer
 - Promotion of Reported-On Officer
 - Duty Under Instruction
 - Continuity Purposes
- Ready Reserve OERs
 - Annual-Biennial Submission
 - Detachment of Reported-On Officer
 - Detachment or Change of Reporting Officer
 - Promotion of Reported-On Officer
 - Continuity Purposes
- IDPL OERs
 - Ready Reserve Officers on ADSW-RC or ADSW-AC

Officer Evaluation System (OES)

INTRODUCTION Undoubtedly, the most important document in your career is the Officer Evaluation Report (OER). OERs are key determinants for:

- ☞ Promotions
- ☞ Assignments
- ☞ Selection for Educational and Special Programs

RESPONSIBILITY Ultimately, only you are responsible for managing your performance; however, the entire rating chain bears responsibility for the timely submission and quality preparation of an OER.

REFERENCE COMDTINST M1000.6 (series), Personnel Manual

PURPOSE Provides information on which to base important personnel management decisions about an individual officer.

- ☞ Career development
- ☞ Assignment
- ☞ Promotion
- ☞ Sets standards by which to evaluate each officer's performance and character
- ☞ Describes a common set of values to which the Coast Guard officer corps can aspire
- ☞ Provides feedback to each officer about how well he or she measures up to the standards
- ☞ Command and Control
 - Reinforces command authority
 - Delineates lines of authority and responsibility
- ☞ Maintains Coast Guard values and standards by which to evaluate each officer on:
 - Job performance
 - Common professional values and standards
 - Coast Guard customs
 - Compliance with conditions of service

OER RATING CHAIN

REPORTED-ON OFFICER



SUPERVISOR



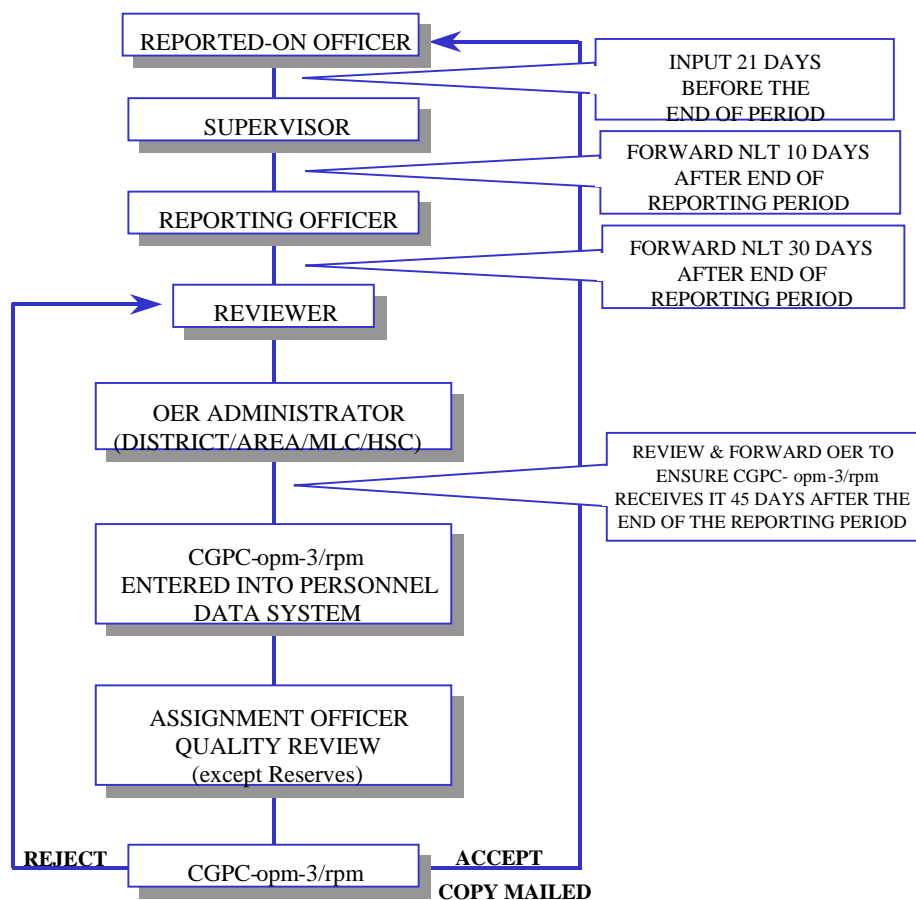
REPORTING OFFICER



REVIEWER

OER RATING CHAIN RESPONSIBILITIES

OER RATING CHAIN



REPORTED-ON OFFICER (ROO)

As an evaluated officer, your responsibilities include:

- ☞ Managing performance.
- ☞ Learning the rating chain.
- ☞ Initiating beginning and end-of-period meetings with supervisors.
- ☞ Seeking performance feedback during the period. Individual feedback needs vary.
- ☞ Preparing OER sections 1 and 13. Submit OER with list of significant achievements or performance aspects which occurred during the period to your supervisor at least 21 days before the end of the reporting period.
- ☞ Notifying CGPC-opm-3/rpm directly if a copy of your completed OER has not been received 90 days after the end of the reporting period.
- ☞ Providing OES instructions to your evaluation official (if non-Coast Guard) when assigned outside the Coast Guard.

OER RATING CHAIN RESPONSIBILITIES

SUPERVISOR

The key to the OES is the supervisor who must hold an officer accountable in meeting OES requirements. One day, the supervisor's subordinates will be supervisors themselves. To a large degree, their future performance depends on a supervisor's ability to help them develop today!

The supervisor's responsibilities include:

- ☞ Discussing duties and areas of emphasis with the officer.
 - ☞ Noting important performance aspects.
 - ☞ Providing performance feedback throughout the period.
 - ☞ Finalizing the OSF worksheet if used (required for ENS and LTJG).
 - ☞ Preparing the supervisor's OER sections 2 through 6 and ensuring supporting comments in the OER to substantiate assigned marks.
 - ☞ Initiating an OER if the officer is unavailable, unable, or unwilling to perform in a timely manner.
 - ☞ Sending the reporting officer not later than 10 days after the end of the reporting period:
 - the OER
 - an OSF if used (required for ENS and LTJG)
 - any attachments
 - any relevant performance information
-

OER RATING CHAIN RESPONSIBILITIES

REPORTING OFFICER (RO)

The RO's responsibilities include:

- ☞ Preparing RO sections 7 through 11.
- ☞ Ensuring supervisor fully meets responsibilities.
- ☞ Returning OERs to the supervisor if:
 - the evaluation appears inconsistent with actual performance.
 - narrative comments do not substantiate numerical marks (specific performance and behavior observations).
- ☞ Counseling the supervisor if returning OERs for correction or reconsideration.
- ☞ Documenting the supervisor's OES performance.
- ☞ Initiating an OER if the officer and/or supervisor are unavailable, unable, or unwilling to perform promptly.
- ☞ Sending the reviewer within 30 days after the end of the reporting period:
 - the OER
 - any attachments
 - any relevant performance information
- ☞ On relief, providing written report summarizing the status of OERs.

The RO cannot:

- ☞ Direct how an evaluation mark or comment is to be changed.
 - ☞ Direct a supervisor specifically to raise or lower a mark or add or delete a comment.
-

OER RATING CHAIN RESPONSIBILITIES

REVIEWER

The reviewer's responsibilities include:

- ☞ Checking the OER for:
 - a reasonably consistent picture of the officer's performance and potential
 - obvious errors and omissions
 - inconsistencies between numerical evaluations and written comments and failure to comply with instructions
- ☞ Returning OERs for correction of errors, omissions, or inconsistencies.
- ☞ Adding comments, as desired.
- ☞ Holding supervisors and ROs accountable.
- ☞ Completing mandatory reviewer comments and providing additional "comparison rating scale" marks when the RO was not a Coast Guard commissioned officer or Coast Guard civilian SES member.
- ☞ Sending the OER to the OER Administrator in time to allow receipt by CGPC-opm-3/rpm no later than 45 days after the end of the reporting period.

FINAL NOTE

Missing OERs can adversely influence promotions and assignments and delay retirements.

QUESTIONS?

CGPC-opm-3 ☎ (202) 267 – 0025
(202) 267 – 1699
(202) 267 – 6975
(203) 267 - 0321

CGPC-rpm ☎ (202) 267 - 0551

QUALITY OERs

DO

The key to a well-written OER is the quality of your input.

- ☞ Keep a weekly or daily log to document accomplishments—Not only what you did, but also its value or impact on unit mission or career development.
 - ☞ Establish short, intermediate, and long-term performance goals; share them with your supervisor.
 - ☞ Request specific recommendations in the Potential block. Examples may include promotion, graduate school, command, or a recommendation to chief warrant officer to lieutenant program.
 - ☞ Be alert for signals from superiors. If signals are confusing, ask for clarification.
 - ☞ Ensure issues raised in previous OERs are brought to closure.
 - ☞ Read and understand Personnel Manual, Article 10.A.
 - ☞ Gain a thorough understanding of your written job description. If it is out of date, rewrite it. If there isn't one, write it. Provide input to your supervisor in preparing Section 2 of the OER.
 - ☞ Clearly understand the relationship between your job and your unit's mission.
 - ☞ Contact CGPC-opm-3/rpm in writing if you have not received your OER receipt copy after 90 days after the end of the reporting period.
 - ☞ Ensure all OERs are in your record before boards and panels convene.
 - ☞ Ensure you have no pending OERs when you request retirement.
 - ☞ Maintain a complete personal OER file.
-

QUALITY OERs

DON'T


- ☞ Don't assume your supervisor knows your accomplishments. Provide input 21 days before the end of the reporting period.
- ☞ Don't assume your supervisor knows when your OER is due or how to write it.
- ☞ Don't assume an overdue OER will eventually be submitted.
- ☞ Don't assume a last-minute OER will reach a board in time.
- ☞ Don't leave it to chance that the reporting officer knows your educational or assignment goals.


SUPERVISORS AND ROs


- ☞ An evaluation is both marks and comments. The numerical marks reflect the rater's evaluation of how well an officer's performance measures up to the standards. To distinguish among reviewed officers, supervisors and ROs should give selection board/panel members and assignment officers the information they need to make the best decisions by assigning numbers with specific narrative support and making appropriate recommendations.
- ☞ Provide specific comments. Don't write, for example, "He is a good manager," when actually "He set up an inventory control system which kept similar parts on the same form...completed project 2 weeks early; \$2K under budget."
- ☞ The amount and quality of the information required depend on the mark assigned for each particular dimension. Marks of "4", the expected standard, do not require much comment; describe performance which exceeded or failed to meet the standard for "4".
- ☞ Use information "bullets", avoid extra words, use sentence fragments or phrases if the meaning is clear. Keep adjectives to a minimum.
- ☞ Begin "bullets" with action verbs, e.g., conducted, supervised, developed, etc. Readers need to know what the officer did, how it was significant, and its impact on the command or Coast Guard.
- ☞ Use common contractions, abbreviations, and acronyms where appropriate; strive for clarity and brevity.

ADDITIONAL INFORMATION AND APPEALING OERS

OER REPLIES An officer may reply to any OER regardless of its content and have this reply filed with the OER. The reply expresses a fact-based view of performance, which may differ from the raters’.

REPLY PROCESS  Submit OER replies within 14 days of receiving the OER from CGPC-opm-3/rpm.


 Submit through original rating chain.

 Remember OER replies do not constitute a request to correct a military record.

DEROGATORY OERs Derogatory OERs contain a mark of "1" in any performance dimension or a "comparison rating scale" mark of unsatisfactory. An officer must have an opportunity to attach an addendum. CGPC-opm-1/rpm may recommend to CGPC-c that a special or "Show Cause" board convenes to determine that officer's fitness for continued retention in the Coast Guard.


OER CORRECTIONS Any officer may seek correction of any OER, or any portion of it, if in their opinion the report is in error. Errors should always be addressed at the lowest possible level.

PERSONNEL RECORDS REVIEW BOARD (PRRB) POLICIES If an individual believes his or her record contains an error, he or she can take formal action through the PRRB. Administrative, non-adversarial, and informal, the PRRB is not bound by formal rules of evidence. The board president recommends to G-WP the action to be taken.


 Burden of proof is on the applicant.

 Personnel records presumed to be administratively correct.

 Application must be supported by independent evidence.

 Not bound by past decisions, but should strive to treat similar cases consistently.

 Applicants or their representative may not appear before the board.

 Applications must be received at Headquarters within one year of the date the contested information was entered or should have been entered in the official record.

The board will not accept applications from retired or separated personnel.

ADDITIONAL INFORMATION AND APPEALING OERS

SUBMISSION PROCESS

☞ Complete the Application for Correction of Military or Naval Record (DD-149).

☞ On an attached sheet of paper, identify the specific alleged error and or omission and explain clearly why the record should be corrected. Include documents which support claim.

☞ Forward applications to:

COMDT (G-WP)
U.S. Coast Guard
2100 2nd Street, S.W.
Washington, D.C. 20593-0001

BOARD FOR CORRECTION OF MILITARY RECORDS (BCMR)

The BCMR process is a more formal method to resolve errors of military records. Membership of the BCMR consists of civilian attorneys appointed by the Secretary of Transportation.

LIMITATIONS

Normal filing limit is three years from date member leaves the Service.

SUBMISSION PROCESS

☞ Application must be sent to the Armed Force with custody of the record in which the injustice occurred.

☞ Restricted to policies, regulations, and laws in effect at time of error or injustice.

☞ Forward the completed Application for Correction of Military or Naval Record (DD-149) to:

Chairman, Office of General Counsel
Board for Correction of Military Records (C-60)
Department of Transportation
Washington, D.C. 20590-0001

OFFICER SUPPORT FORM (OSF)

PURPOSE

The OSF is both a worksheet and a management tool designed to:

- ☞ Delineate duties and responsibilities; identify areas to emphasize in this evaluation period and record changes in direction, including revised priorities and unexpected tasking that occurs during the evaluation period.
- ☞ Record significant accomplishments or pertinent aspects of the officer's performance or qualities that occur during the reporting period.
- ☞ File or collect information such as personal notes and official correspondence that contain information about the officer's performance.
- ☞ Assist supervisors and officers by serving as the supervisor's basis for constructive performance feedback to the officer during the period and preparing the OER at the end of the evaluation period.

WHO USES

An OSF shall be used by supervisors of all officers in the grades of ensign and lieutenant (junior grade) and,

- ☞ When requested by the reported-on officer; or,
- ☞ When directed by any senior member of the rating chain.

FEEDBACK TOOL

The OSF is an effective performance feedback tool for both supervisor and reported-on officer. The importance of one-on-one counseling as part of the OES system cannot be overemphasized. The officer's future performance depends largely on the supervisor's ability to help him or her develop.

ENCOURAGE USE OF OSF

The reported-on officer should arrange an initial meeting with their supervisor. This conference is mandatory for ensigns and lieutenants (junior grade) and optional for all other ranks. Three distinct phases deserve attention: preparation, the meeting itself, and following up afterward.

FLEXIBILITY

Supervisors and reported-on officers are encouraged to be flexible in using the OSF as an aid in executing their duties. Either individual should file copies of correspondence, messages, work lists, trip reports, and even paper notes in the OSF to document performance because this evidence can greatly assist in critiquing performance and writing the OER.

Because no specific method to use the OSF has been mandated, it is up to the supervisor to select a method that works best for themselves and the reported-on officer given their particular situation.

OER SUBMISSION

SUBMISSION SCHEDULE The submission schedule is designed so officers on an annual schedule receive 12-month OERs and those on a semiannual schedule receive 6-month OERs. One of the most important elements of the OER is

TIMELINESS.

REFERENCE COMDTINST M1000.6 (series), Personnel Manual

ACTIVE DUTY OERs Annual or semiannual, as of the last day of the month:

Captain	May
Commander	March
Lieutenant Commander	April
Lieutenant	May
Lieutenant (Junior Grade)	January & July
Ensign	March & September
CWO (W-4)	April
CWO (W-3)	July
CWO (W-2)	June

SCHEDULE FOR REPORTING RESERVE OFFICERS Reserve officers serving on Extended Active Duty (EAD) shall follow the active duty OER schedule.

IDT OERs shall follow the submission schedule below. Submit biennial OERs on even-numbered years.

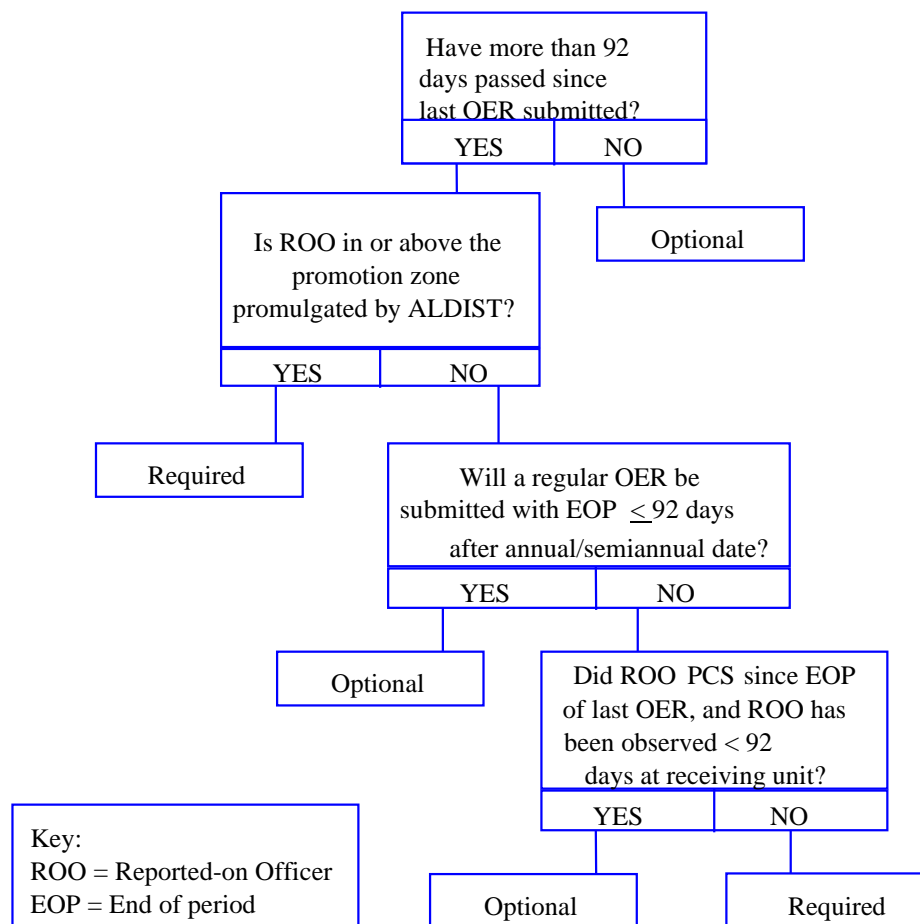
Captain	May (annual)
Commander	March (biennial)
Lieutenant Commander	April (biennial)
Lieutenant	May (biennial)
Lieutenant (Junior Grade)	July (annual)
Ensign	September (annual)
CWO (W-4)	April (biennial)
CWO (W-3)	June (biennial)
CWO (W-2)	August (annual)

SPECIAL OERs The Commandant, commanding officers, higher authority within the chain of command, or reporting officers may direct special OERs. The circumstances for the special OER must coincide with one of the criteria listed in the Personnel Manual.

CONCURRENT OERs A concurrent OER is submitted in addition to the regular or special OER. The permanent unit's OER is never considered a concurrent report and should not be so identified.

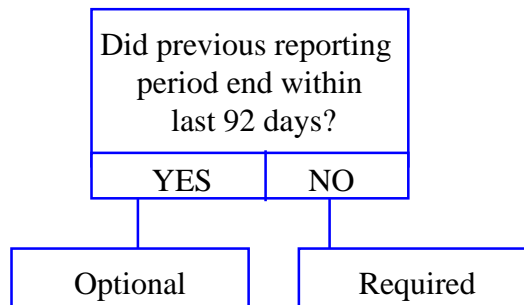
ADPL OER SUBMISSION FLOWCHARTS

OER FOR ANNUAL- SEMIANNUAL SUBMISSION



ADPL OER SUBMISSION FLOWCHARTS

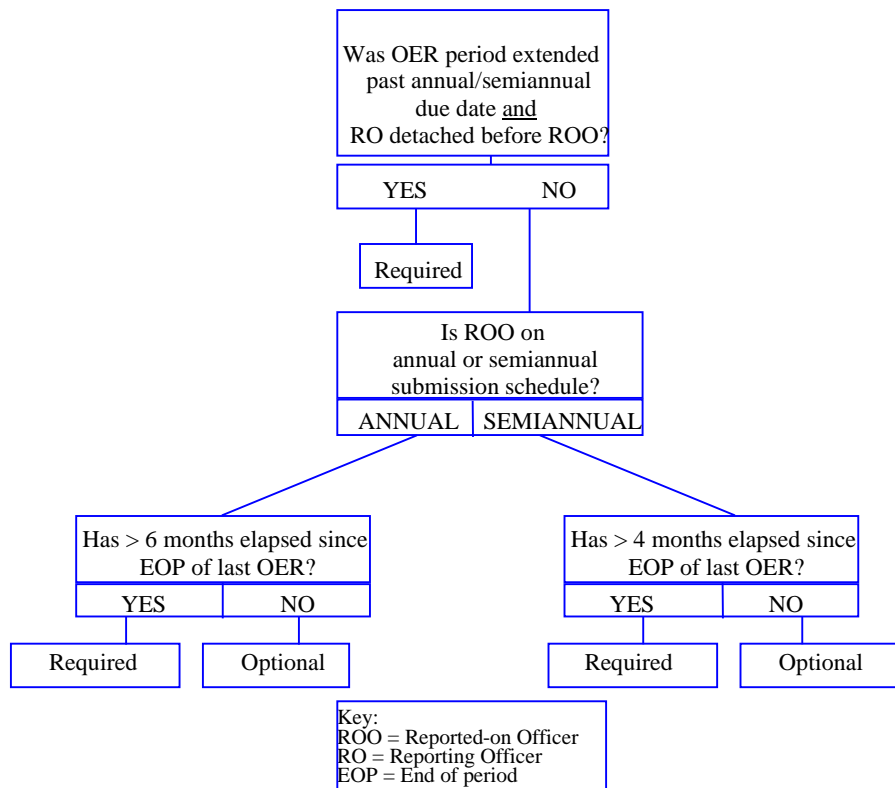
DETACHMENT OF REPORTED- ON OFFICER



Note: For officers separating from the service, the reporting period shall end on the final day of active service, including days on terminal leave.

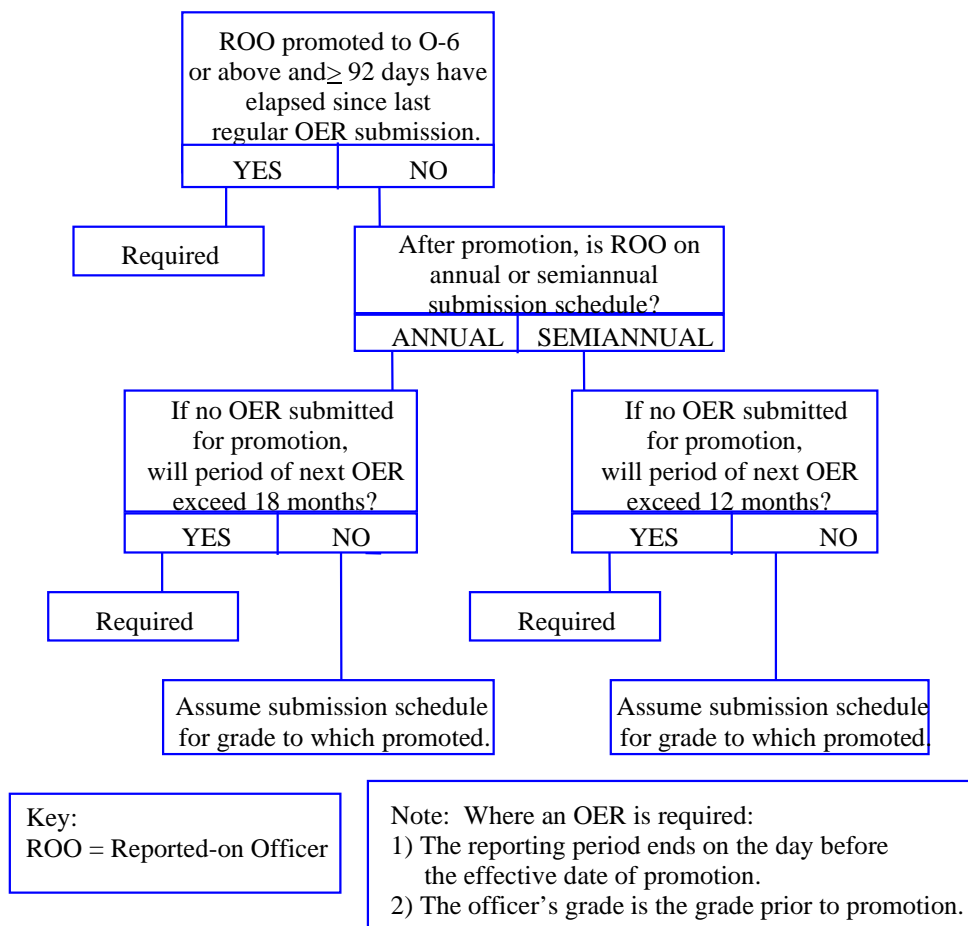
Key:
ROO = Reported-on Officer
EOP = End of period

DETACHMENT OR CHANGE OF REPORTING OFFICER



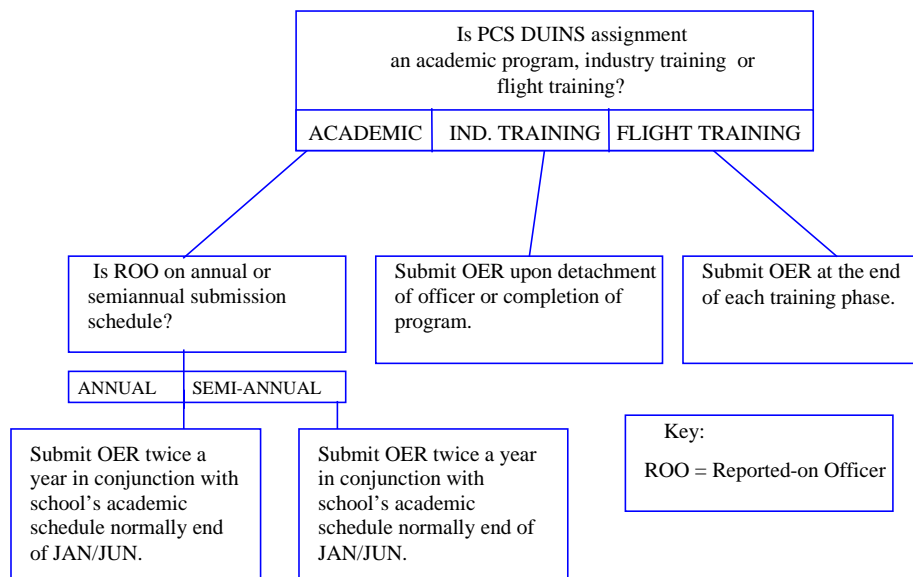
ADPL OER SUBMISSION FLOWCHARTS

PROMOTION OF REPORTED-ON OFFICER



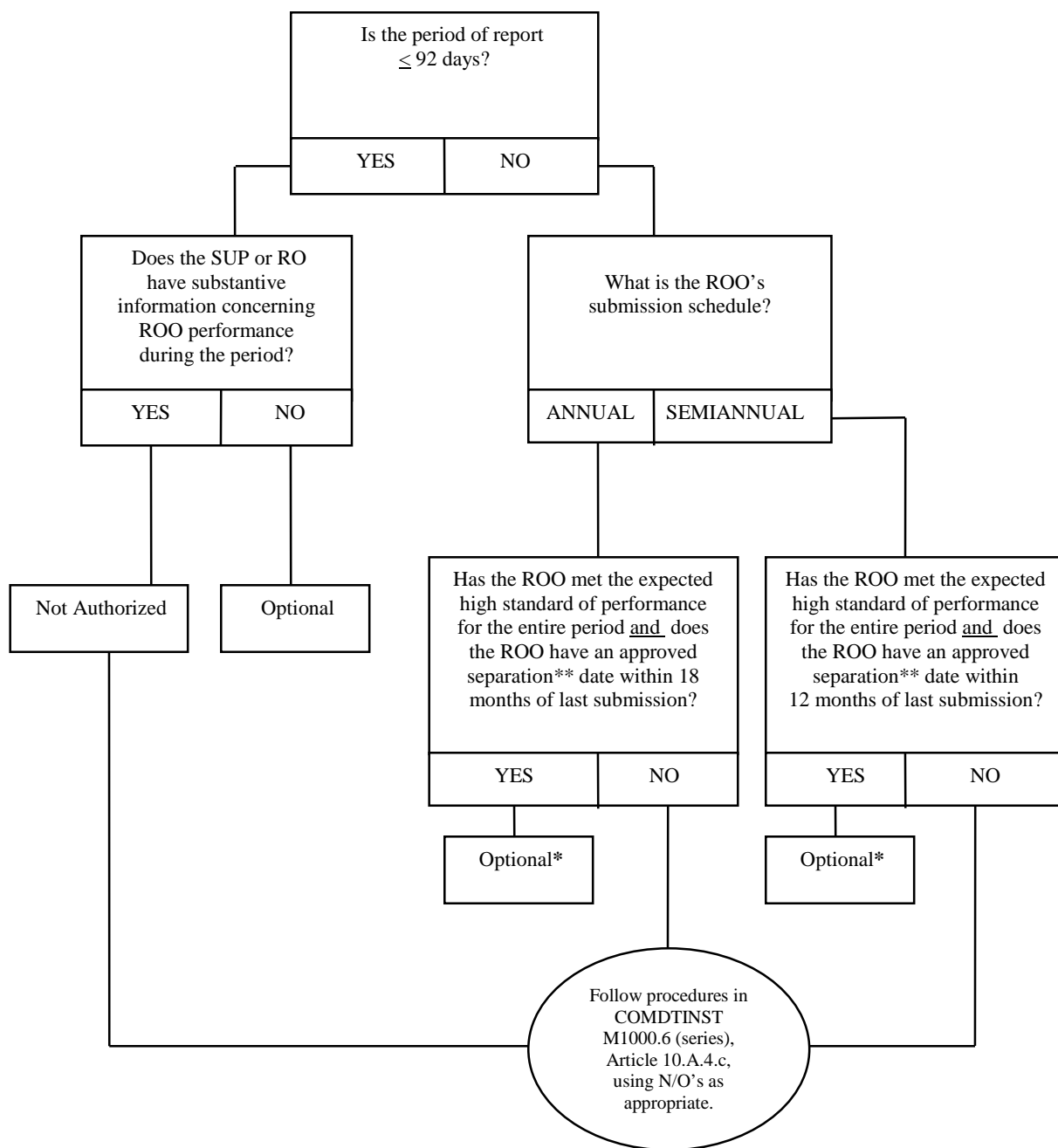
ADPL OER SUBMISSION FLOWCHARTS

DUTY UNDER INSTRUCTION



ADPL OER SUBMISSION FLOWCHARTS

OER FOR CONTINUITY PURPOSES

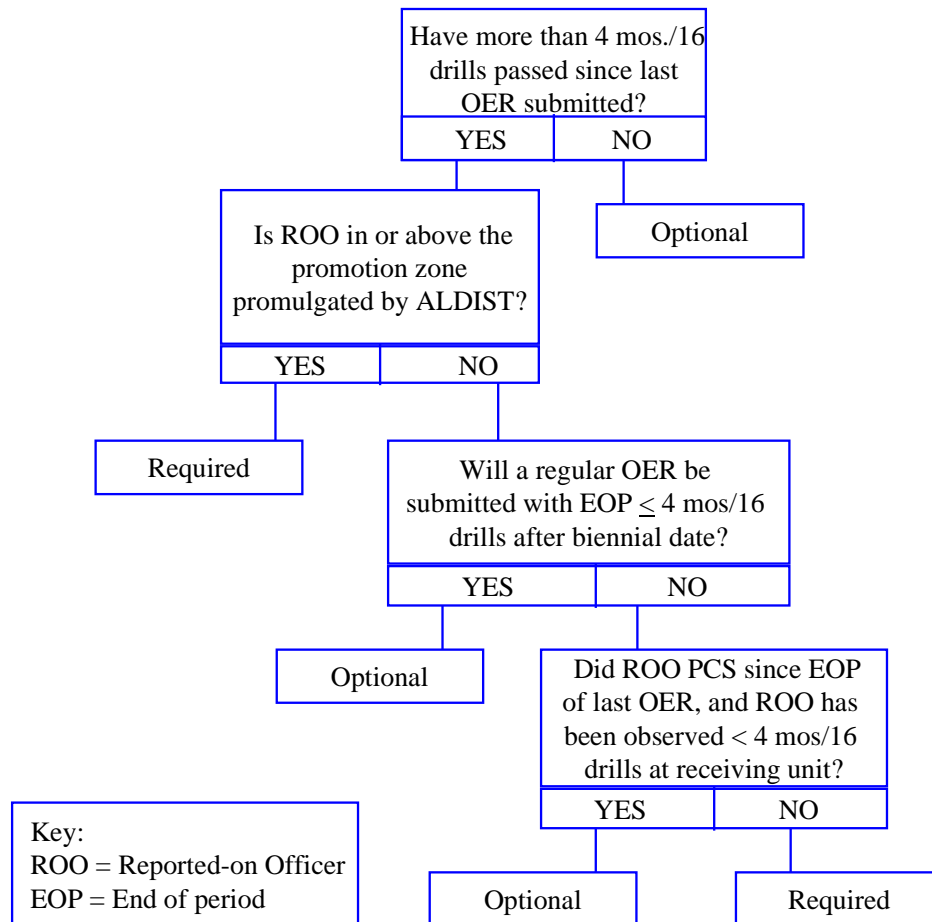


Key:
 ROO = Reported-on Officer
 SUP = Supervisor
 RO = Reporting Officer
 N/O = Not Observed

* In this instance, a regular OER must be completed if a continuity OER is not.
 ** Separations include retirement, discharge, and voluntary separation

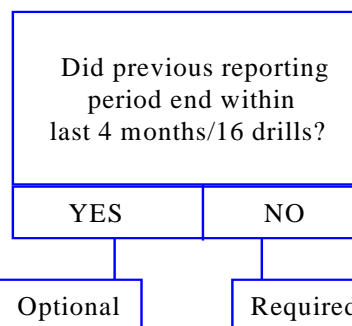
READY RESERVE OER SUBMISSION FLOWCHARTS

OER FOR ANNUAL/ BIENNIAL SUBMISSION SCHEDULE FOR RESERVES



READY RESERVE OER SUBMISSION FLOWCHARTS

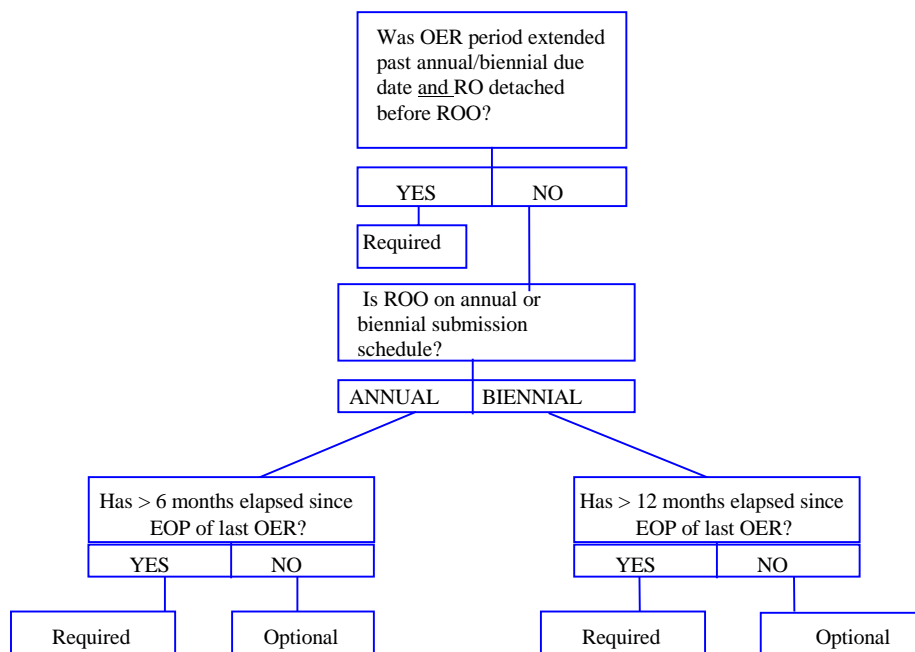
OER FOR DETACHMENT OF REPORTED ON RESERVE OFFICER



Note: For officers separating from the service, the reporting period shall end on the final day of active service, including days on terminal leave.

Key:
ROO = Reported-on Officer
EOP = End of period

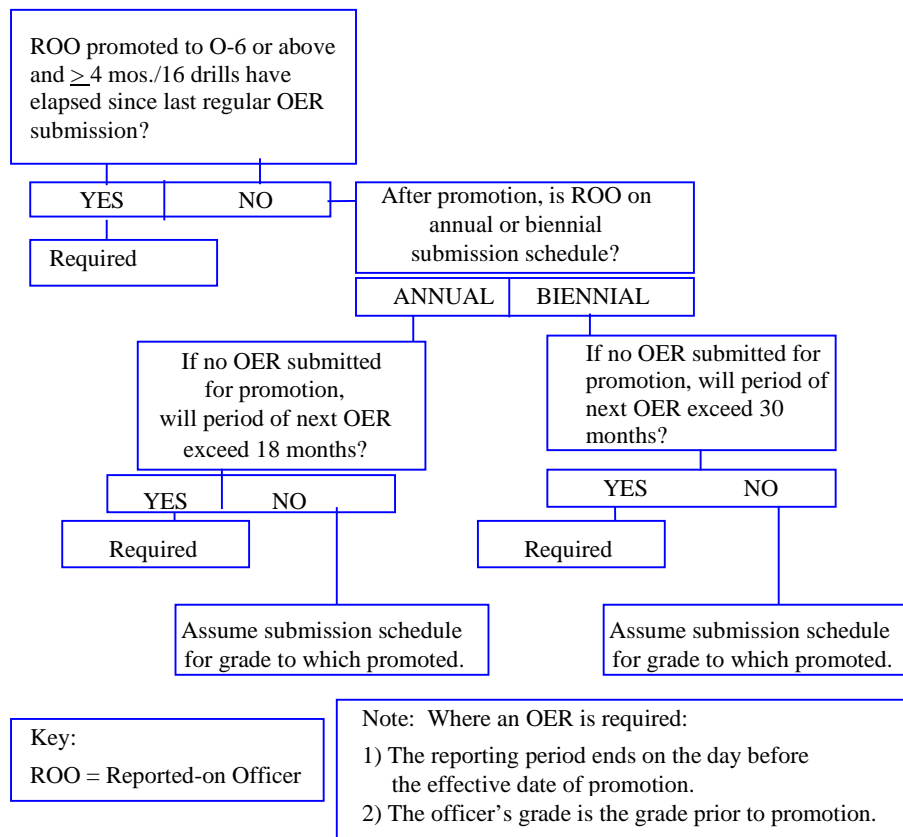
DETACHMENT OR CHANGE OF REPORTING RESERVE OFFICER



Key:
ROO = Reported-on Officer
RO = Reporting Officer
EOP = End of period

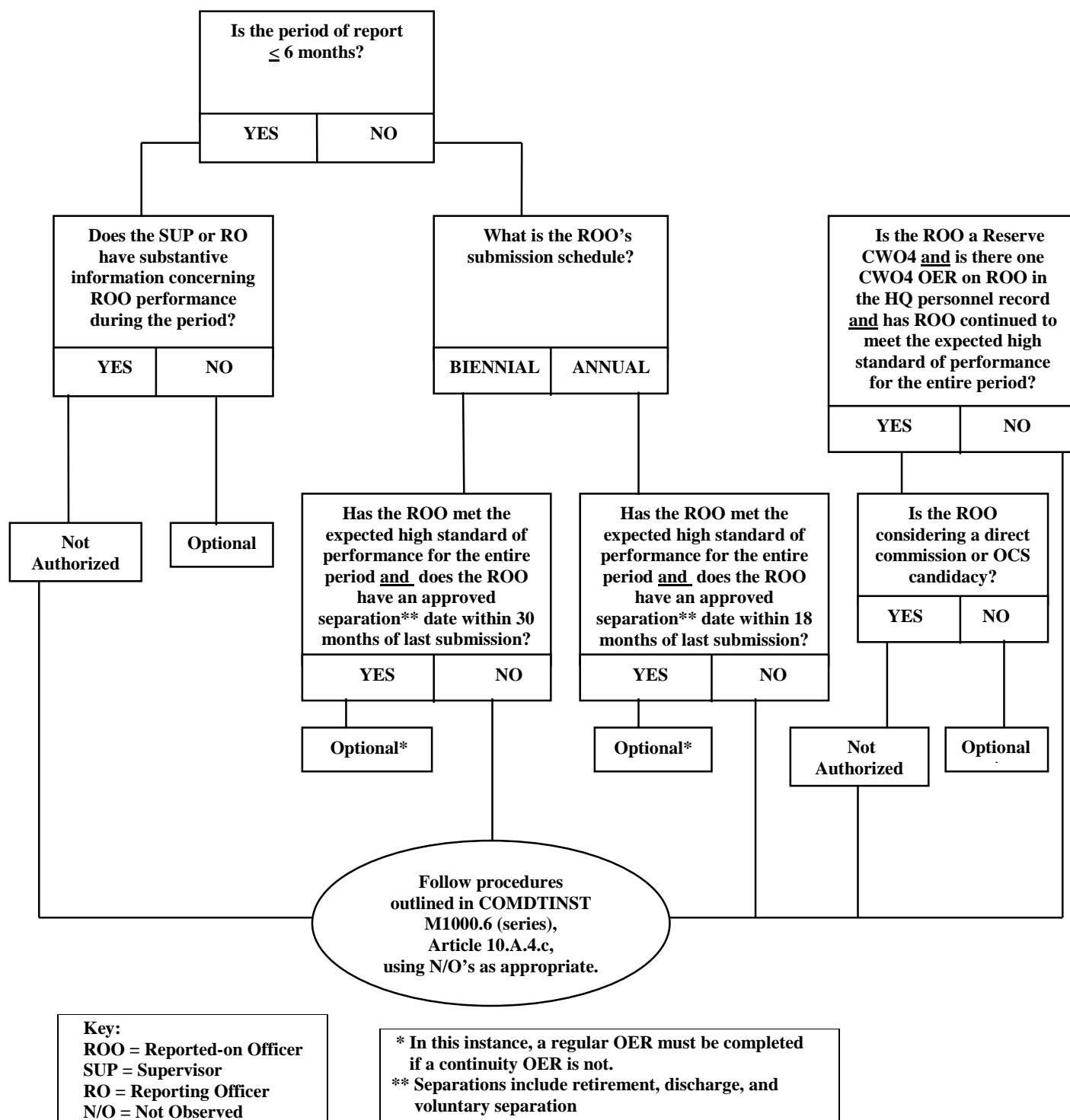
READY RESERVE OER SUBMISSION FLOWCHARTS

OER FOR PROMOTION OF REPORTED ON RESERVE OFFICER



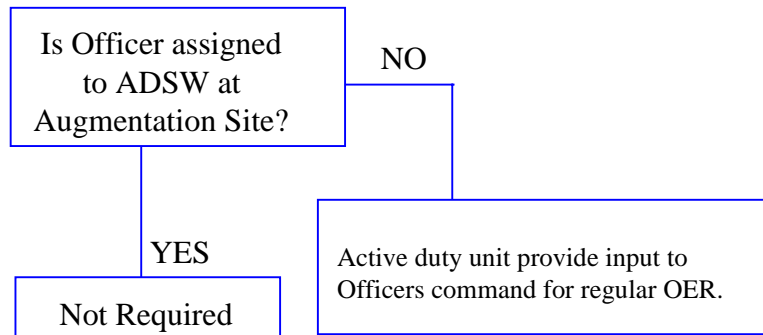
READY RESERVE OER SUBMISSION FLOWCHARTS

OER FOR CONTINUITY PURPOSES (RESERVE)



IDPL OER SUBMISSION FLOWCHARTS

OER FOR READY RESERVE OFFICERS ON ADSW-RC OR ADSW-AC



CHAPTER 8

PROMOTIONS

ADPL Officer Promotion System

- ❑ **Selection Boards**
- ❑ **Chief Warrant Officer Promotion System**

IDPL Officer Promotion System

- ❑ **Selection Boards**
- ❑ **Chief Warrant Officer Promotions**

ADPL OFFICER PROMOTION SYSTEM

INTRODUCTION The Coast Guard promotion system, as prescribed by law and implementing regulations, establishes an equitable procedure to determine eligibility for promotion, select those eligible, and promote those selected. Enacted in 1963, the Kerrins Legislation (14 U.S.C. 211-336) provides the basis for our officer management laws as they exist today.

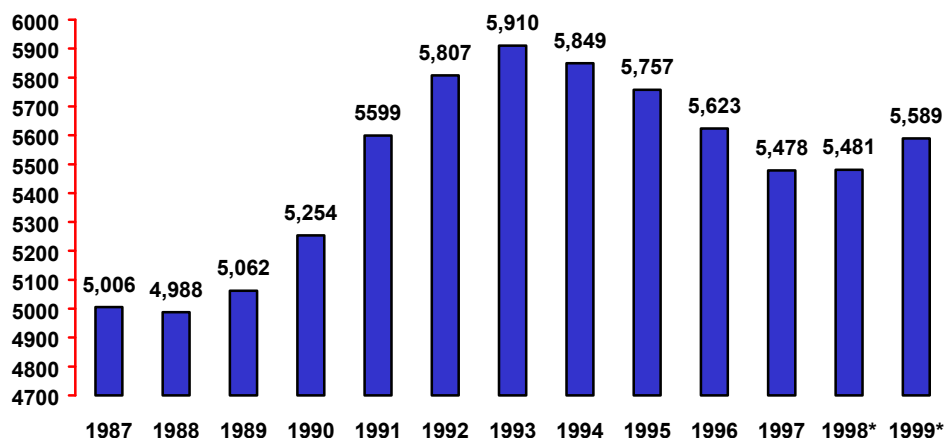
REFERENCE

COMDTINST M1000.6 (series), Personnel Manual

COMDTINST M1001.27 (series), Reserve Personnel Manual

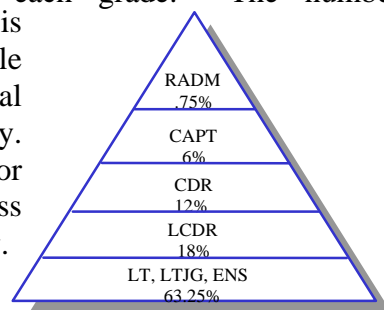
NUMBER OF OFFICERS

14 U.S.C. 42 limits the Coast Guard to 6,200 commissioned officers, excluding CWOs. The actual number of officers is subject to billet and funding limitations. The number of officers in the CDR-RADM grades may be reduced, provided a lower grade is correspondingly increased.



Long-range commissioned officer plans are reviewed annually to ensure that a sufficient officer flow exists to meet Service needs. This analysis, Officer Corps Management Plan, analyzes promotion flow and selection opportunities needed to fulfill future officer corps requirements.

The Coast Guard Personnel Command (CGPC-opm-1) determines the number of officers on the ADPL serving in each grade. The number in each grade eligible for promotion is computed by multiplying the applicable percentage prescribed by law to the total number of officers serving on active duty. The count is usually made on, or immediately after, the Academy class graduates to maximize promotion flexibility.



ADPL OFFICER PROMOTION SYSTEM

MINIMUM TIME IN GRADE An officer on the ADPL becomes eligible for consideration for promotion to the next higher grade at the beginning of the promotion year in which they complete the following amount of service:

LTJG	1.5 years
LT	3 years
LCDR	4 years
CDR	4 years
CAPT	3 years

PROMOTION YEAR

Promotion years begin 1 July and conclude 30 June the following year, e.g., PY99 begins 1 July 1998 and ends 30 June 1999.

NUMBER SELECTED

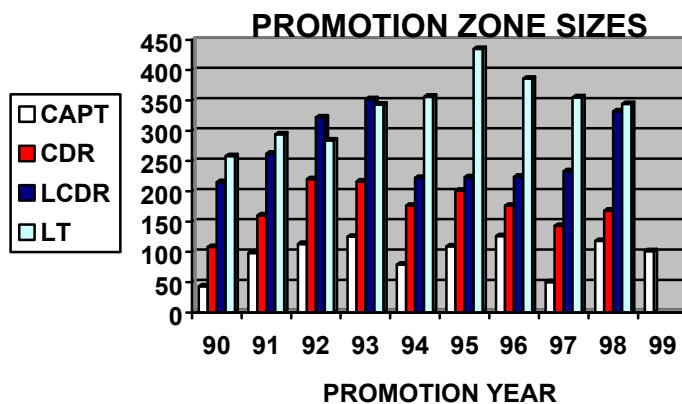
The number of projected vacancies **minus** the number of officers remaining on the selection list from the previous board **equals** number of officers selected for promotion.

FACTORS AFFECTING SELECTION NUMBERS

- ☞ Projected separations (retirements, resignations, discharges, release from active duty).
- ☞ Changes in the number of authorized officers in grade.
- ☞ Number of officers promoted to the next higher grade remaining on list from previous year.

ZONE SIZES

The size of the zone is determined by dividing the number of officers to select by the opportunity of selection. The most senior eligible officers not previously considered **up to this number** comprise the zone. The remaining eligible officers are referred to as “eligible below zone”.



ADPL OFFICER PROMOTION SYSTEM

OPPORTUNITY OF SELECTION (OOS)

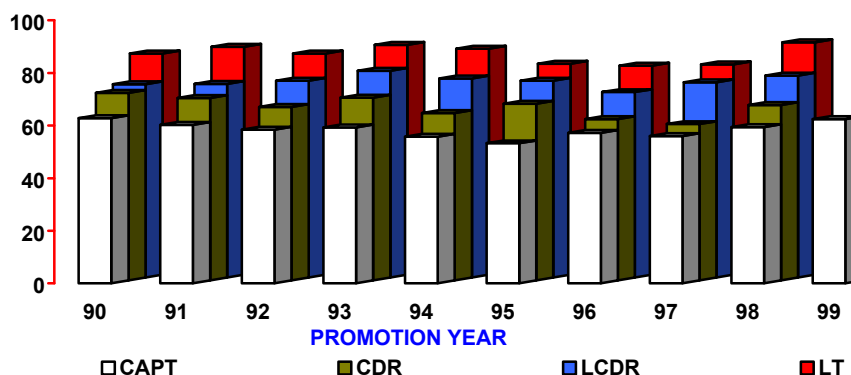
$$\text{STATED OOS} = \frac{\text{Number of officers to be selected}}{\text{Number of officers in zone}}$$

14 U.S.C.256 requires the opportunity for selection to be 60% or more.

CHANGES IN OOS

By law, opportunities of selection must remain comparable from year to year. Policy interprets that that legal requirement to mean the OOS changes by a maximum of only 4 percentage points from year to year.

OPPORTUNITY OF SELECTION HISTORY



ABOVE ZONE SELECTION

An above-zone selection is an officer whom was considered and not selected by a board, then considered and selected by a subsequent board.

DEEP SELECTION

14 U.S.C. 259 enumerates the opportunities for a certain percentage of officers selected from below the zone. These opportunities are:

- ☞ 5% of total officers a board is authorized to recommend for promotion to lieutenant and lieutenant commander.
- ☞ 7.5% of total officers a board is authorized to recommend for promotion to commander.
- ☞ 10% of total officers a board is authorized to recommend for promotion to captain.

Within those limits, each promotion board decides the number of officers, if any, it deep-selects. Officers still must meet minimum time-in-grade requirements to be considered for deep selection.

ACTUAL VS. STATED OOS

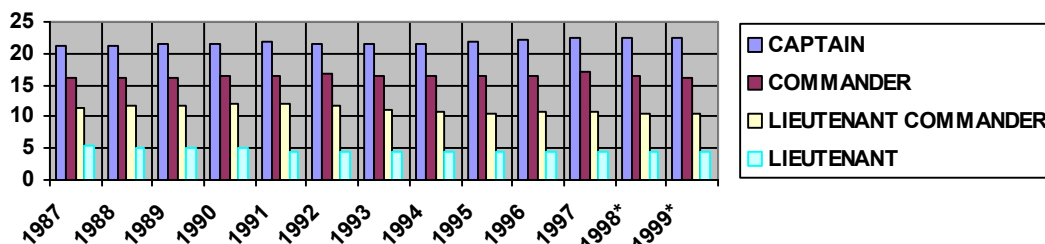
The actual OOS can be lower than stated because the stated OOS is based on the number of officers in zone and does not include officers who are deep-selected or selected from above zone.

ADPL OFFICER PROMOTION SYSTEM

PROMOTION POINTS

A promotion point is the average number of years between commissioning as an ensign and promotion to a higher grade for officers promoted during a given year.

PROMOTION POINTS



UP-OR-OUT SYSTEM

If a promotion board does not select an officer, it does not necessarily mean the officer performed poorly. The Coast Guard officer corps operates under an up-or-out system which selects the best-qualified officers. Promotion is not a reward for satisfactory service. It confirms demonstrated potential to serve the Coast Guard in a higher grade.

COAST GUARD COMPARED TO DEPARTMENT OF DEFENSE

In terms of OOS, the Coast Guard non-selects a smaller percentage of officers at each pay grade (except lieutenant) than the Department of Defense services. In the Coast Guard, a lieutenant commander is permitted to complete 20 years of service, while in DoD, a lieutenant commander or major is not. DoD O-5s can serve up to 26 years with multiple non-selections. The Coast Guard has a continuation board for O-6s and a Selective Early Retirement Board (SERB) for CWO4s.

THE FACTS

These characteristics describe the Coast Guard officer promotion system.

- ☞ The promotion system does not favor any one career specialty over another.
- ☞ The current promotion system has no affirmative action features.
- ☞ Advanced education does not guarantee promotion.

The overwhelming opinion of officers who have served on promotion boards is that the system is fair. It is common for officers to look for trends set by promotion boards when in fact none exist. Every board is made up of new members with different perspectives.

TWICE NON-SELECTED

An officer twice not selected for promotion to the same grade will be discharged or retired as appropriate. When the needs of the Service dictate, the Commandant may direct the lieutenant commander selection board to recommend a certain number of lieutenants who would be otherwise discharged for continuation on active duty for a period between two and four years.

ADPL OFFICER PROMOTION SYSTEM

EXCEPTIONS

- ☞ Lieutenants with more than 18 years of service will be retained until they complete 20 years.
 - ☞ Lieutenant commanders and commanders, regardless of years of service, will be retained until eligible for retirement.
 - ☞ All officers who remain on active duty remain eligible for consideration by future selection boards.
-

SELECTION BOARDS

CONVENE ANNUALLY

At least once a year, the Secretary convenes selection boards composed of mid-level and senior officers of similar experience, maturity, and background to those they are considering.

IMPARTIALITY

Each selection board member takes an oath to retain an impartial, unbiased, and unprejudiced attitude toward all officers being considered; and regard all groups and specialized duties in the Coast Guard; without prejudice or partiality and having in view both the special fitness of officers and the efficiency of the Coast Guard, perform the duties imposed.

REFERENCES

COMDTINST 1401.5 (series), Schedule of Officer Boards and Panels

COMDTINST M1000 (series), Personnel Manual

MEMBERSHIP

The selection board consists of five or more officers on the ADPL who serve in or above the grade to which the board may recommend officers for promotion. Boards considering reserve officers on extended active duty shall, as far as practical, include reserve officers. No officer may be a member of two successive boards convened to consider officers of the same grade for promotion so every officer can be evaluated by two completely independent boards.

BACKGROUND OF MEMBERS

Membership should as closely as possible reflect the makeup of the zone -- a group of top performers who collectively represent a mix of grade, geography, unit type, commissioning source, specialty, experience, gender, and ethnicity.

SELECTION BOARDS

WHAT BOARDS REVIEW

The board is given the names and personnel records of all officers to be considered. The personnel record provided to boards includes:

- ☞ All OERs
- ☞ Awards
- ☞ Educational record
- ☞ Discipline (e.g., punitive letters, Court Memoranda)
- ☞ Career documentation (e.g., Oath of Office, creditable service)
- ☞ Administrative information (e.g., SGLI, Record of Emergency Data, Compliance with maximum allowable weight standards)

MOST SIGNIFICANT SERVICE PERIOD

Even though the board is not limited in the number of evaluations they may review, this portion of the record is considered most significant:

<u>For Promotion To</u>	<u>Service Period</u>
Rear Admiral (Lower Half)	7 years of immediate previous service or all service in the grade of Captain, whichever is greater.
Captain, Commander	7 years of immediate previous service or all service in the present grade, whichever is greater.
Lieutenant Commander	6 years of immediate previous service or all service in the grade of lieutenant, whichever is greater.
Lieutenant	All commissioned service
Lieutenant (Junior Grade)	All commissioned service

SELECTION BOARDS

TYPES OF BOARDS

Two types of boards consider promotions.

- ☞ A fully-qualified board recommends officers whose records indicate that they are qualified to perform all duties to which they reasonably might be assigned in the grade for which they are being considered. This basis applies to ensigns being considered for promotion to lieutenant (junior grade).
- ☞ Selection for promotion to lieutenant through rear admiral is based on a best-qualified basis embodying three elements:
 - Impartial, equal consideration of all.
 - The same criteria applied to all.
 - Each evaluation is made on a comparative basis with the most capable advancing to positions of higher responsibility.

SELECTION BASIS

Board judgements are based on information contained in your Personnel Data Record (PDR). Selection boards are furnished the names and personnel records of all officers to be considered. The most important performance dimensions in assessing an officer's performance and readiness for greater degrees of responsibility are captured on the Officer Evaluation Report.

CORE VALUES

Officers selected for promotion in the best-qualified process have demonstrated the leadership traits, core values (honor, respect, and devotion to duty), and performance that confirm their potential to serve in positions of increased responsibility.

CRITERIA

Each personnel board develops its own overall standards and criteria. The degree of significance it assigns to each of the many factors considered varies according to the grade and type of selection the board is making. Best-qualified promotion boards consider officers' performance, comparing their past and present performance; capacity to undertake successfully tasks of greater difficulty involving broader responsibilities; capability and inclination to study for further professional growth; professionalism; leadership through demonstrated dedication to the core values; and potential to perform creditably those duties to which they might be assigned in the next higher grade.

EVALUATED OFFICER'S RESPONSIBILITY

Because you are responsible for managing your own career, you must ensure supervisors, reporting, and reviewing officers have the information to prepare well-documented evaluations. An OER accurately reflecting responsibilities and accomplishments enhances the selection board's ability to differentiate among officers. Seek challenging assignments or other significant opportunities that allow you to demonstrate your capacity to contribute to Coast Guard mission and goal accomplishment.

SELECTION BOARDS

COMMUNICATING WITH THE BOARD 14 U.S.C. 253 (ADPL officers) and 14 U.S.C. 730(d) (IDPL officers) enable officers being considered by a selection board to communicate in writing to the board. The letter should arrive before the board convenes. Address letters to the president of the appropriate board or panel and mail them to CGPC-opm-1, (CGPC-rpm for reserve officers not on active duty) for selection boards. Each individual's communication to the board or panel shall consist of the letter itself and, if desired, an endorsement by the current chain of command.

DECISION The decision to communicate with the board is the choice of the individual officer; there are two schools of thought about doing so.

- ☞ A letter may cause the board to focus on an issue that otherwise might have been ignored.
- ☞ A letter may move the board to interpret an issue more favorably than it might have had the officer not written.




SELECTION Promotion is not a reward for satisfactory service but confirmation of demonstrated potential to serve the Coast Guard in a higher grade. Officers selected for promotion in the best-qualified system are considered those individuals who have the greatest capacity to lead the Coast Guard toward accomplishing its missions.

REVIEW YOUR RECORD Before board consideration, check your Headquarters PDR for completeness in a personal visit or by letter to CGPC-adm authorizing an officer to review it for you or request a complete copy be mailed directly to you.

BEST-QUALIFIED PROMOTION BOARD REPORT Once adjourned, a selection board delivers to CGPC-c a report which contains:

- ☞ A cover sheet.
- ☞ A list of board membership.
- ☞ A list of the convening, meeting, and adjourning dates.
- ☞ A list of officers recommended for promotion, continuation, retention, or appointment in the order of relative precedence they held before the current consideration.
- ☞ A certification that, in the opinion of at least three members, if the board has five or at least two-thirds of the members or if the board has six or more, the officers recommended for promotion, continuation on active duty, retention in a particular occupational field, or appointment in another status are the best-qualified for each proposed position of those officers whose names were furnished to the board.
- ☞ Each member's signature.

SELECTION BOARDS

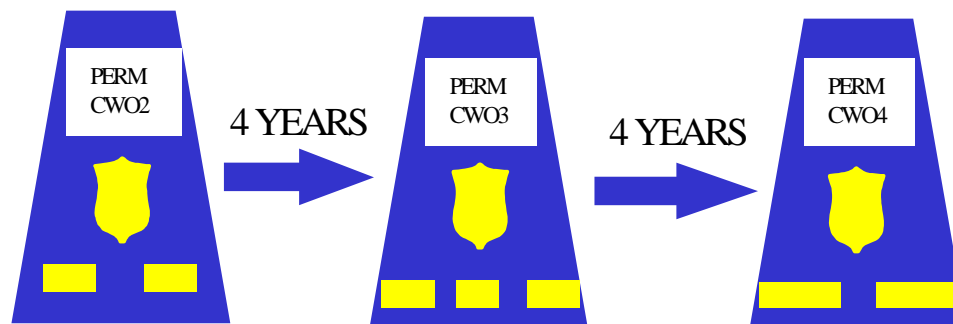
REPORT OF FULLY-QUALIFIED BOARD	The report of a board considering officers on a fully-qualified basis is essentially the same as a best-qualified board except this board also must list officers not recommended with detailed reasons provided for each.
REPORT REVIEW	The reports are reviewed to ensure they comply with law and regulation and then submitted to the approving official. For lieutenant and above, the approving official is the President, for whom the Secretary of Transportation signs. For lieutenant (junior grade) and below, the approving official is the Commandant.
NOTIFICATION	After the report is approved, officers not selected are notified and an ALCGPERSCOM announcing the officers selected is released. For lieutenant commander and above, the names of those selected are submitted to the Senate for confirmation (required before promotion), a process which can take up to six months.
PROMOTIONS FROM LIST	Promotions from the newly created selection lists cannot begin until those on the previous list are promoted. Normally, promotions from the lists created in the fall begin about the next July 1. Usually half of those listed are promoted in July, with the remainder promoted throughout the promotion year.
TO SERVE ON A BOARD	To serve on a selection board, submit a copy of CG-5001 from the Register of Officers COMDINST M1427.1 (series) to CGPC-opm-1.
NONDISCLOSURE!	14 U.S.C. 261 forbids disclosing a selection board's proceedings, including deliberations and selection criteria, to any person who was not a member of the board.
BOARD MEMBERSHIP	Once the board report has been approved, its members' names and a copy of its precept are available from CGPC-opm-1.
REFERENCES	COMDTINST M1000.6 (series), Personnel Manual COMDTINST M1080.10 (series), Military Personnel Data Records (PDR) System COMDTINST M1427.1 (series), Register of Officers
PROMOTION HOTLINE	 (202)267-1645
BOARDS AND PANELS FAX ON DEMAND	 (202)267-0935  (800)432-2282

CHIEF WARRANT OFFICER PROMOTIONS

BASIS OF WARRANT PROMOTIONS

Competition by specialty applies only to your first appointment; once appointed, future promotion is based on either a fully qualified board or best-qualified criteria. Promotions from W-2 to W-3 are, by law, a best-qualified board. There are no competitive categories by specialty.

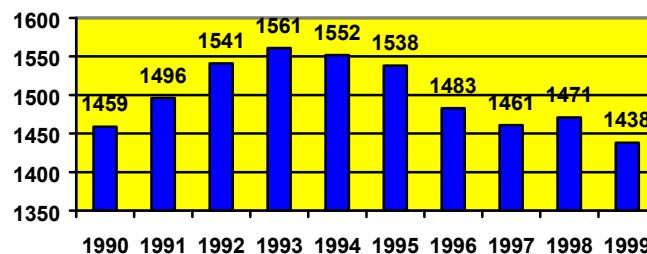
TIME IN GRADE



CWO POPULATION HISTORY

The Warrant Officers Management Act (WOMA), which Congress passed in 1994, greatly simplifies the chief warrant officer promotion system. It eliminates temporary promotions; all promotions are permanent.

CHIEF WARRANT OFFICERS ON ACTIVE DUTY



Total number of CWOs depends on the needs of the Service.

WOMA

WOMA greatly changed how the Coast Guard manages its warrant officer corps.

CHIEF WARRANT OFFICER PROMOTIONS

WOMA COMPARISON

BEFORE WOMA	AFTER WOMA
Pay grades W-1 to W-4	Authority granted to establish W-5
Annual promotion boards required	No required promotion boards; boards convene when the Secretary directs.
Minimum opportunity of selection is 80%	No minimum opportunity of selection; Secretary sets maximum number to be recommended.
Authority for temporary grades.	No temporary grades; all appointments permanent.
Mandatory 30-year retirement	No change
Promotion board must have five (5) members above the rank of LCDR.	No change except chief warrant officers senior to those being selected may be appointed to the board.
CWOs with 20 years, or more service twice failed for selection shall be separated within 60 days from date of last selection board.	Increases separation window from 60 days to no later than first day of seventh month after member reaches 20 years service.
CWOs with fewer than 18 years service twice failed for selection shall be separated, with severance pay, within 60 days after the latest selection board.	Increases separation window from 60 days to no later than first day of seventh month after selection board.
No current provision	CWOs twice failed for selection may continue on active duty.
No current provision	New provision for selective early retirement.
No current provision	The Coast Guard allows CWOs to be considered after completing the minimum statutory requirements.

IDPL OFFICER PROMOTION SYSTEM

INTRODUCTION The Coast Guard Reserve promotion system, as prescribed by law and implementing regulations, establishes an equitable procedure to determine eligibility for promotion, select those eligible, and promote those selected. 14 U.S.C. 701-746 provides the basis for our officer management laws as they exist today. The IDPL does not include reserve officers on extended active duty and RPAs.

REFERENCE

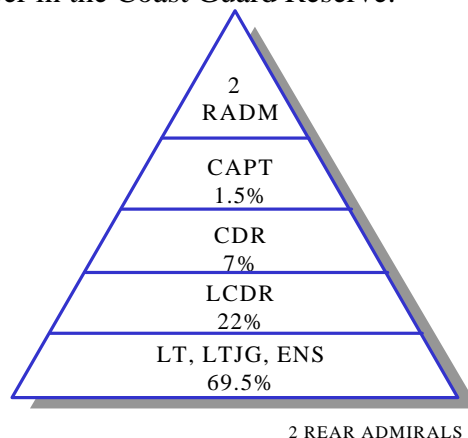
COMDTINST M1001.28 (series), Reserve Policy Manual

NUMBER OF OFFICERS

14 U.S.C. 724 limits the number of Coast Guard Reserve officers in an active status, excluding CWOs. The actual number of officers is subject to billet and funding limitations. The number of officers in the CDR-RADM grades may be reduced, provided a lower grade is correspondingly increased.

Long-range commissioned officer plans are reviewed annually to ensure that a sufficient officer flow exists to meet Service needs. This analysis analyzes promotion flow and selection opportunities needed to fulfill future officer corps requirements.

The pyramid below indicates the number and percentages currently allowed for each grade of officer in the Coast Guard Reserve.



IDPL OFFICER PROMOTION SYSTEM

MINIMUM TIME IN GRADE Officers on the IDPL become eligible for consideration for promotion to the next higher grade at the same time as their assigned running mates. Typically, an officer can plan on entering the zone for promotion to the next higher grade at the time frames indicated below:

LTJG	1.5 years
LT	3 years
LCDR	4 years
CDR	4 years
CAPT	3 years

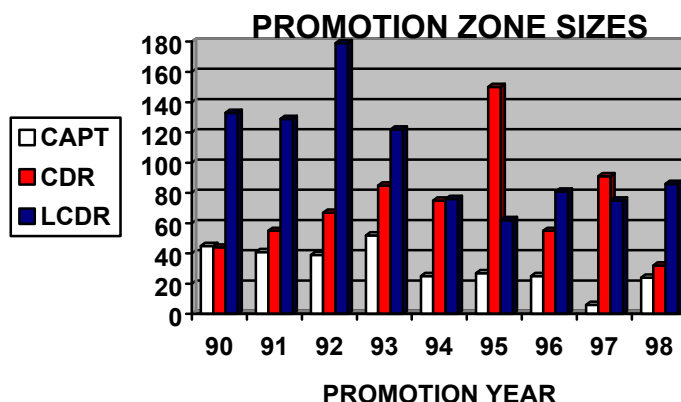
RESERVE RUNNING MATE SYSTEM IDPL promotion system is based on the running mate system. Each IDPL officer has a running mate on the ADPL. The ADPL officer will be senior to the IDPL officer.

The IDPL officer, if selected for promotion, will have the same promotion date as his/her ADPL running mate. If the ADPL running mate is not selected for promotion, the next senior ADPL officer that was selected for promotion will become the IDPL's new running mate.

A new ADPL running mate will be assigned if, the ADPL officer is promoted, passed over, discharged or retired before the IDPL officer.

PROMOTION YEAR Promotion years begin 1 July and conclude 30 June of the following year, e.g. PY99 begins 1 July 1998 and ends 30 June 1999.

ZONE SIZES ZONE = The size of the zone is based on the ADPL zone.



IDPL OFFICER PROMOTION SYSTEM

ACTUAL VS STATED OOS

The actual OOS can be lower than stated because the stated OOS is based on the number of officers in zone and does not include officers who are selected from above zone.

PROMOTION POINTS

The IDPL system, unlike the ADPL, does not use promotion points, or periods of time after which an officer is scheduled for consideration for promotion. By virtue of the running mate system, the IDPL officer's length of service in each grade closely parallels that of the ADPL officer.

UP-OR-OUT SYSTEM

If a promotion board does not select an officer, it does not necessarily mean the officer performed poorly. The Coast Guard Reserve officer corps operates under an up-or-out system which selects the best-qualified officers at the O-3 and above grades. Promotion is not a reward for satisfactory service. It confirms demonstrated potential to serve the Coast Guard in a higher grade.

THE FACTS

These characteristics describe the Coast Guard Reserve officer promotion system for reserve officers in an active status.

- ☞ The promotion system does not favor any one career specialty over another.
- ☞ The current promotion system has not affirmative action features.
- ☞ Advanced education does not guarantee promotion.

The overwhelming opinion of officers who have served on promotion boards is that the system is fair. It is common for officers to look for trends set by promotion boards when in fact none exist. Every board is made up of new members with different perspectives.

TWIC NON- SELECTED

An officer twice not selected for promotion to the same grade will be discharged, retained or retired as appropriate.

EXCEPTIONS

- ☞ Lieutenants (junior grades), lieutenants, and lieutenant commanders with over 18 years of service will be retained until they complete 20 years.
 - ☞ Commanders, regardless of years of service, will be retained until eligible for retirement.
 - ☞ Lieutenant commanders, who would be otherwise discharged, may be recommended by the commander selection board to be retained in an active status until obtaining 20 years satisfactory service toward a reserve retirement.
 - ☞ All officers who remain in an active status remain eligible for consideration by future selection boards.
-

IDPL SELECTION BOARDS

CONVENE ANNUALLY	At least once a year, the Secretary convenes selection boards composed of mid-level and senior officers of similar experience, maturity and background to those they are considering.
IMPARTIALITY	Each selection board member takes an oath to retain an impartial, unbiased and unprejudiced attitude toward all officers being considered, and in regard to all groups and specialized duties in the Coast Guard, and that they will, without prejudice or partiality and having in view both the special fitness of officers and efficiency of the Coast Guard, perform the duties imposed upon them.
REFERENCE	COMDTINST 1401.4 (series), Schedule of Inactive Duty Boards
MEMBERSHIP	The selection board consists of five or more officers on the IDPL and ADPL who serve in or above the grade to which the board may recommend officers for promotion. No officer may be a member of two successive boards convened to consider officers of the same grade for promotion so every officer can be evaluated by two completely independent boards.
BACKGROUND OF MEMBERS	Membership should as closely as possible reflect the makeup of the zone – a group of top performers who collectively represent a mix of grade, geography, unit type, commissioning source, specialty, experience, gender and ethnicity.
WHAT BOARDS REVIEW	The board is given the names and electronic personnel records of all officers to be considered.
PERFORMANCE FILE	<p>The personnel record provided to boards includes:</p> <ul style="list-style-type: none">☞ All OERs☞ Awards☞ Education Record☞ Discipline (e.g., Punitive letters, Court Memoranda)☞ Statement of Creditable Points (CG-4973)☞ Compliance with Maximum Allowable Weight Standards

IDPL SELECTION BOARDS

MOST SIGNIFICANT SERVICE PERIOD

Even though the board is not limited in the number of evaluations they may review, the following portion of the record is considered most significant:

<u>For Promotion To</u>	<u>Service Period</u>
Rear Admiral (Lower Half)	7 years of immediate previous service as Captain, whichever is greater.
Captain, Commander	7 years of immediate previous service or all service in the present grade, whichever is greater.
Lieutenant Commander	6 years of immediate previous service or all service in the grade of lieutenant, whichever is greater.
Lieutenant	All commissioned service
Lieutenant (Junior Grade)	All commissioned service

TYPES OF BOARDS

Two types of boards consider promotions.

- ☞ A fully-qualified board recommends officers whose records indicate that they are qualified to perform all duties to which they reasonably might be assigned in the grade for which they are being considered. This basis applies to ensigns being considered for promotion to lieutenant (junior grade).
- ☞ Selection for promotion to lieutenant through rear admiral is based on best-qualified basis embodying three elements:
 - Impartial, equal consideration of all.
 - The same criteria applied to all.
 - Each evaluation is made on a comparative basis with those deemed best qualified by the board advancing to positions of higher responsibility.

SELECTION BASIS

Board judgements are based on information contained in your Personnel Data Record (PDR). Selection boards are furnished the names and electronic personnel records of all officers to be considered. The most important performance dimensions in assessing an officer's performance and readiness for greater degrees of responsibility are captured on the officer evaluation report forms.

CORE VALUES

Officers selected for promotion in the best-qualified process have demonstrated the leadership traits, core values (honor, respect and devotion to duty) and performance that confirm their potential to serve in positions of increased responsibility.

IDPL SELECTION BOARDS

CRITERIA	Each personnel board develops its own overall standards and criteria. The degree of significance it assigns to each of the many factors considered varies according to the grade level and type of selection the board is making. Best-qualified promotion boards consider the officers' performance, comparing their past and present performance; capacity to undertake successfully tasks of greater difficulty and broader responsibilities; capability and inclination to study for further professional growth; professionalism; leadership through demonstrated dedication to the core values; and, potential to perform creditably those duties to which they might be assigned in the next higher grade.
EVALUATED OFFICER S RESPONSIBILITY	You and you alone are responsible for your own career management. You must ensure that supervisors reporting and reviewing officers have the necessary information to prepare well-documented evaluations. An OER accurately reflecting responsibilities and accomplishments enhances the selection board's ability to differentiate among officers. Seek challenging assignments or other significant opportunities that allow you to demonstrate your capacity to contribute to Coast Guard mission and goal accomplishment.
COMMUNICATING WITH THE BOARD	14 U.S.C. 730(d) enables officers being considered by a selection board to communicate in writing to the board. The letter should be sent to CGPC-rpm before the board convenes and be addressed to the president of the appropriate panel. Each individual's communication to the board or panel shall consist of the letter itself with signature endorsement by the current chain of command.
RESUME	A reserve officer resume is STRONGLY ENCOURAGED to be submitted to the board president. This information has been found extremely useful to all selection boards.
SELECTION	Promotion is not a reward for satisfactory service, but confirmation of demonstrated potential to serve the Coast Guard in a higher pay grade. Officers selected for promotion in the best-qualified system are considered those individuals who have the greatest capacity to lead the Coast Guard in obtaining its goals.
REVIEW YOUR RECORD	Before board consideration, check your Headquarters paper and imaged PDR for completeness by a personal visit or by letter to CGPC-adm authorizing an officer to review it for you.

IDPL SELECTION BOARDS

BEST-QUALIFIED PROMOTION BOARD REPORT Once adjourned, a selection board delivers to CGPC-c a report which contains:

- ☞ A cover sheet.
- ☞ A list of board membership.
- ☞ A list of the convening, meeting, and adjourning dates.
- ☞ A list of officers recommended for promotion, continuation, retention, or appointment in the order of relative precedence they held before the current consideration.
- ☞ A certification that, in the opinion of at least three members if the board has five or of at least two-thirds of the members if the board has six or more, the officers recommended for promotion, continuation on active duty, or appointment in another status are the best-qualified for each proposed position of those officers whose names were furnished to the board.
- ☞ Each member's signature.

REPORT OF FULLY-QUALIFIED BOARD

The report of a board considering officers on a fully-qualified basis is essentially the same as a best-qualified board except this board also must list officers not recommended with detailed reasons provided for each.

REPORT REVIEW

The reports are reviewed to ensure they comply with law and regulation and then submitted to the approving official. For grades lieutenant (junior grade) and above, the approving official is the President; the Secretary of Transportation signs for him.

NOTIFICATION

After the report is approved, officers not selected are notified and an CGPERSCOM announcing the selectees is released. For captain and above, the names of those selected are submitted to the Senate for advice and consent (required for promotion), a process which can take up to six months.

PROMOTIONS FROM LIST

Promotions from the newly created selection lists cannot begin until those on the previous list are promoted. Normally, promotions for the lists created in the fall begin about the next July 1. Usually half of those listed are promoted in July, with the remainder promoted throughout the promotion year.

TO SERVE ON A BOARD

To serve on a selection board, submit a reserve officer resume and a letter stating which boards you are interested in and other pertinent information contained in The Schedule of Inactive Duty Boards (COMDTINST M1401.4 series) and forward the request to CGPC-rpm.

NONDISCLOSURE

14 U. S. C. 729 forbids disclosing a selection board's proceedings, including deliberations and selection criteria, to any person who was not a member of the board.

BOARD MEMBERSHIP

Once the boards recommendations have been approved, its members' names and a copy of its precept are available from CGPC-rpm.

IDPL SELECTION BOARDS


REFERENCE


COMDTINST M1001.28 (Series), Reserve Policy Manual

COMDTINST M1000.6 (Series), Personnel Manual

COMDTINST M1080.10 (Series), Military Personnel Data Records (PDR) System

BOARDS AND PANELS FAX ON DEMAND

 **(202)267-6684**

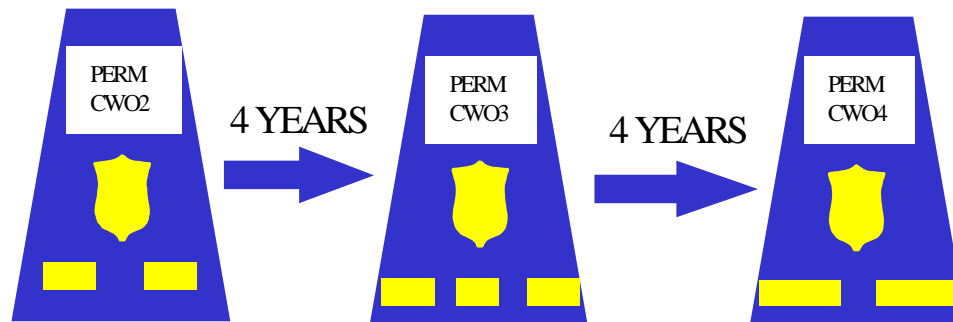
 **(800)432-2282**

IDPL CHIEF WARRANT OFFICER PROMOTIONS

BASIS OF WARRANT PROMOTIONS

By law, all CWO Promotion boards must use “best-qualified” criteria. Competition by specialty applies only to your first appointment; once appointed, future promotion is based on a best-qualified system. There are no competitive categories by specialty.

TIME IN GRADE



CWO POPULATION HISTORY

The Warrant Officers Management Act (WOMA), which Congress passed in 1994, greatly simplifies the chief warrant officer promotion system. It eliminates temporary promotions; all promotions are permanent.

WOMA

WOMA greatly changed how the Coast Guard manages its warrant officer corps.

IDOL CHIEF WARRANT OFFICER PROMOTIONS

WOMA COMPARISON

BEFORE WOMA	AFTER WOMA
Pay grades W-1 to W-4	Authority granted to establish W-5.
Annual promotion boards required.	No required promotion boards; boards convene when the Secretary directs.
Promotions based on time-in-grade.	Time-in-grade requirements eliminated; promotion scheme set in regulations; time-in-grade now set at a minimum of 3 years.
Minimum opportunity of selection is 80%.	No minimum opportunity of selection; Secretary sets maximum number to be recommended.
Authority for temporary grades.	No temporary grades; all appointments permanent.
Mandatory 30-year retirement.	No change
Promotion board must have five (5) members above the rank of LCDR.	No change except Chief Warrant Officers senior to those being selected may be appointed to the board.
CWOs with 20 years, or more service twice failed for selection shall be separated within 60 days from date of last selection board.	Increases separation window from 60 days to no later than first day of seventh month after member reaches 20 years service.
CWOs with fewer than 18 years service twice failed for selection shall be separated, with severance pay, within 60 days after the latest selection board.	Increases separation window from 60 days to no later than first day of seventh month after selection board.
No current provision	CWOs twice failed for selection may continue on active duty.
No current provision	New provision for selective early retirement.
No current provision	The Coast Guard allows CWOs to be considered after completing the minimum statutory requirements. Therefore, there is not opportunity for below-zone selection.

CHAPTER 9

LEAVING

THE

SERVICE

- ❑ **Leaving the Service**
 - ❑ **Resources**
 - ❑ **Individual Transition Plan**
 - ❑ **Employment Assistance**
 - ❑ **Education**
 - ❑ **Affiliation with Ready Reserve**
 - ❑ **Medical and Dental Benefits**
- ❑ **Separations**
 - ❑ **Voluntary**
 - ❑ **Involuntary**
- ❑ **Retirement**
 - ❑ **Voluntary Retirement**
 - ❑ **Reserve Retirement**
 - ❑ **Physical Disability**
 - ❑ **Check List**
 - ❑ **Travel**
 - ❑ **Post-Retirement Employment Restrictions**

LEAVING THE SERVICE



PLAN NOW

One day you will leave the Service. Whether it's retirement, involuntary separation, or detachment after initial obligated service, you must plan well in advance for your eventual transition to civilian life.

SEPARATION SCENARIOS

It is prudent to begin planning for separation from the Coast Guard the day you receive your commission. There are three basic scenarios that can occur, each requiring a different transition strategy.

- ☞ You may not desire a career in the Coast Guard and decide to separate after completing your initial obligation.
 - ☞ You are involuntarily separated before becoming retirement-eligible.
 - ☞ You may be voluntarily or involuntarily separated and retirement eligible.
-

MANDATORY PRESEPARATION COUNSELING

The best way to prepare for any of the above scenarios is to plan now. It is up to you to plan your smooth transition into civilian life.

Congress authorized certain benefits and services for members separating from the Services, including the Coast Guard. The Coast Guard conducts individual preseparation counseling for all personnel within 180 days of separation and offers additional benefits to members involuntarily released from active duty. As mandated by Congress, commanding officers are responsible for ensuring this counseling session is completed. The member and unit person responsible for the counseling session must complete:

DD Form 2648, Preseparation Counseling Checklist, and file it in the official service record.

LEAVING THE SERVICE

MANDATORY PRESEPARATION COUNSELING

(Continued)

Preseparation counseling covers these topics:

- ☞ Individual transition plan
- ☞ Effects of a career change
- ☞ Employment assistance
- ☞ Relocation assistance
- ☞ Education and training
- ☞ Health and life insurance
- ☞ Finances
- ☞ Reserve affiliation/priority
- ☞ Disabled veterans

REFERENCE

Preseparation Counseling, COMDTINST M1900.1

RESOURCES

HUMAN RESOURCES SERVICE AND INFORMATION CENTER (HRSIC)

Commanding Officer (TVL-WC)
Human Resources Service & Information Center
PO Box 3552
Topeka, KS 66683-3552



1-800-772-8724

Coast Guard Military Retired Benefits:



1-800-424-7950

REFERENCES

- COMDTINST M1000.6 (series), Personnel Manual
- COMDTINST 1800.4 (series), Your Guide in Retirement
- Survivor Benefit Plan (SBP)
- COMDTINST 1900.7 (series), Once a Veteran
- Retired Military Almanac
- Retiree Newsletter (Published Quarterly)

DEPARTMENT OF VETERANS AFFAIRS

Department of Veterans Affairs (DVA) annual publication



703-549-2311

THE RETIRED OFFICER ASSOCIATION

The Retired Officer Association (TROA)



703-549-2311

RELOCATION AND ASSISTANCE MANAGER

See the Relocation and Assistance Manager (RAM) for additional information on retirement and career planning.

INDIVIDUAL TRANSITION PLAN

DEFINITION

Any career transition can be complicated and stressful. The need for a game plan is paramount in a successful transition to civilian life. Therefore, every departing Service member should develop an Individual Transition Plan (ITP), a realistic plan to assist in successfully moving from the military workforce to the civilian world. Develop this plan with realistic goals based on your abilities, skills, knowledge, and previous experiences.

TRANSITION ASSISTANCE PROGRAM SEMINAR

A good starting point is to attend a Transition Assistance Program (TAP) seminar. Sponsored by the Departments of Labor, Veterans Affairs, and Defense, and the Coast Guard, these workshops provide information and guidance in determining goals, identifying employment and training opportunities, writing a resume, finding the hidden job market, interviewing, and many other skills you need for a successful job search. If you are interested in attending a TAP seminar, contact your Work-Life staff.

ITP PHASES

There are seven phases to a good ITP. Successfully completing all of them can lead to a smooth transition.

- ☞ Phase 1—Self assessment
 - ☞ Phase 2—Exploration
 - ☞ Phase 3—Skills development
 - ☞ Phase 4—Trial programs
 - ☞ Phase 5—Job search
 - ☞ Phase 6—Job selection
 - ☞ Phase 7—Support
-

PHASE 1: SELF-ASSESSMENT

Gather and analyze necessary information to determine employability and identify needs. List skills, abilities, experience, personal goals, values, work preferences, family and financial situations, and needs v. wants. Answer these questions privately:

- ☞ What positions have you held?
 - ☞ What are your interests?
 - Full time, part time
 - Location
 - Company size
 - Indoor, outdoor
-

INDIVIDUAL TRANSITION PLAN

PHASE 1 (Continued)

- ☞ What are your needs and wants?
 - Family structure and obligations
 - Financial commitments
 - Personal resources
 - Hobbies, recreational activities
- ☞ What subject matter and style of learning do you prefer?
- ☞ What are your personality traits and physical capabilities?
 - Introvert/extrovert
 - Assertive/passive
 - Honesty/loyalty
 - Adaptability/flexibility
 - Neatness/cleanliness/hygiene
- ☞ What is important to you?
 - Prestige/recognition
 - Competition
 - Benefits/vacation
 - Variety/challenge
 - Salary

PHASE 2: EXPLORATION

In this phase, begin identifying labor market information. The local library and employment service can provide information on areas of interest. Steps in this phase include:

- ☞ Participate in a TAP seminar.
- ☞ List types of jobs and career paths that appeal to you, you have the ability to perform, and that are located in a geographic area where you might want to live.
- ☞ Research careers.
- ☞ Research companies.
- ☞ Research salaries and benefits.
- ☞ Identify what skills are required.

Target a range of related occupations. Measure the trade-offs in relation to your self-assessment in phase 1.

INDIVIDUAL TRANSITION PLAN

PHASE 3: SKILLS DEVELOPMENT As you go through the exploration phase, you may become aware of other interests you have but for which you are not fully qualified. In this phase, assess what training or additional education you may need to pursue one of these career paths and whether you will have the time or inclination to complete it.

Support services during this phase include:

- ☞ Educational assistance
- ☞ Small Business Administration
- ☞ Interest inventories
- ☞ Financial planning
- ☞ Disability benefits
- ☞ Relocation assistance

PHASE 4: TRIAL PROGRAMS Investigate the possibility of participating in internships, volunteer jobs, temporary services, or part-time jobs that may interest you.

PHASE 5: JOB SEARCH Having identified your job requirements, your next steps include:

- ☞ Goal setting
- ☞ Resume preparation
- ☞ Networking to develop leads
- ☞ Mock interview

PHASE 6: JOB SELECTION Try to attend job hunting seminars, resume-writing workshops, and interviewing techniques classes.

Although it may be tempting, you don't have to take the first job that comes along. Consider what was important in Phase 1.

PHASE 7: SUPPORT Organizing your personal affairs is the final stage of your ITP. Manage this with the same diligence you devoted to your job search. Out-processing, relocation, financial management, taking care of your family, and coping with stress are important issues you must resolve before your transition is complete.

EMPLOYMENT ASSISTANCE

RESOURCES

Sources of employment assistance available to separating Service members include:

- ☞ TAP seminars.
 - ☞ Defense Outplacement Referral System (DORS), a DoD-sponsored personal mini-resume program which allows you and your spouse to put your name in front of thousands of employers nationwide. Essentially a computerized, on-line resume service for private employers, this tool is available through your area Work-Life staff or local DoD facility.
 - ☞ Transition Bulletin Board (TBB), a DoD-sponsored computerized job listing of both public and private employment opportunities. TBB also includes information on job fairs, career workshops, support services, educational and training opportunities, as well as on franchises and starting a business. This service is available through your area Work-Life staff or local DoD facility.
 - ☞ Opportunities for employment within the U.S. Government are available in all parts of the nation and overseas. For further information, write to:

Office of Personnel Management
Federal Job Information Center
1900 E Street, N.W.
Washington, D.C. 20415
 - ☞ Veterans receive special consideration and priority for referral, testing and counseling from state employment offices whose locations can be found in local telephone directories.
 - ☞ At least one veterans' employment and training service office is located in every state. In addition, veterans' employment representatives at local employment offices process large numbers of veterans' job applications. They will assist in any employment problem you may have.
-

EMPLOYMENT ASSISTANCE

TROOPS TO TEACHERS

The Troops to Teachers program was designed to improve the quality of American education by assisting military personnel to obtain alternative certification and placement in schools with a high concentration of students from low-income families. Defense Activity for Non-Traditional Education Support (DANTES) administers the program for the Coast Guard. For additional information, call 800-452-6616 or the Coast Guard Institute at 405-954-7240. There will be no funding available for FY 99; although the program will continue through the end of FY 99.

EDUCATION

GAP

Members leaving the Service sometimes find a gap between the civilian career they want and the specific education or training they need to achieve it. It is important to have the necessary job skills to be competitive in the civilian job market.

REGISTERED COAST GUARD TRANSCRIPT

A good place to begin your educational self-evaluation is to evaluate your current educational accomplishments. The Coast Guard Institute's Academic Development Division staff has developed a registered Coast Guard transcript that clearly lists the college credit earned in conjunction with your military training and experience. The American Council on Education and Accrediting Commission of the Distance Education and Training Council has approved the USCG registered transcript as an official document you can use in lieu of DD Form 295. The Coast Guard transcript can include college courses completed through local colleges, independent study courses, and/or college-level examinations in addition to military course listings.

HOW TO APPLY

Complete the Military Training and Education Documentation service questionnaire (CGI Form 1560/06a), available from your ESO. Submit it to the Institute (ADV) with copies of college transcripts and/or college-level examination score reports (if applicable) for processing.

FINANCIAL ASSISTANCE

It is important to keep your educational accomplishments current. You may want to pursue your educational goals well before leaving the Service. Financial assistance is available through:

- ☞ Tuition Assistance—Well before leaving active duty, you can begin to take classes to achieve your educational goals or make yourself more marketable for a second career.
- ☞ The Montgomery G.I. Bill (MGIB) provides up to 36 months of full-time education benefits available before and after leaving the Service. This educational benefit may be used for degree and certificate programs, apprenticeships, on-the-job training, and correspondence courses. Remedial, deficiency, and refresher courses may be approved under certain circumstances. For information on eligibility, contact your area Work-Life staff.
- ☞ The Veterans Educational Assistance Program (VEAP) provides educational assistance to those who initially entered the armed forces between 1 January 1977 and 30 June 1985. Eligibility for assistance depends on participation in a contributory educational fund. Use benefits for degree, non-degree, correspondence, apprenticeships on-the-job training programs, and vocational flight training programs.

For further information, contact your local ESO.

THE READY RESERVE

INTRODUCTION Former regular Coast Guard officers may request appointments in the Ready Reserve. Those recommended for appointment and who have not been passed over twice on the ADPL are eligible for appointment up to the same grade held on the ADPL. Eligibility for appointment at a specific grade shall not prevent the appointment panel from recommending or an applicant from requesting a lower grade.

Regular commissioned officers passed over twice on the ADPL also are eligible for appointment in the Ready Reserve. If recommended for appointment, these officers will be eligible for appointment to no higher than one grade lower than the grade they held on the ADPL.

Officers must apply within one year of their resignation or separation.

REFERENCE COMDTINST M1001.27 (series), Reserve Personnel Manual

SELECTED RESERVE (SELRES) Assignment in the SELRES refers to a drilling reserve member who performs:

- ☞ Inactive duty training (IDT) 2 days per month, and
- ☞ Active duty training (ADT) each year of between 12 and 15 days.

The district commander assigns SELRES members to units; assignments vary by geographic location and specialty. Reservists in this category have the highest priority for mobilization.

INDIVIDUAL READY RESERVE (IRR) Assignment in the IRR refers to Ready Reserve members not assigned to SELRES or on active duty. As a member of the IRR,

- ☞ You are not required to attend drills.
- ☞ You may, however, perform ADSW for pay and retirement points.
- ☞ You are not in a pay billet.

MEDICAL AND DENTAL BENEFITS

REFERENCE

COMDTINST M6000.1 (series), Medical Manual

DVA CARE

Retirees and their eligible family members (those with retired ID cards) retain eligibility in several military health care programs.

- ☞ Direct Care System—. Access to military hospitals and clinics may be limited based on the availability of space and the capabilities of the health care staff.
 - ☞ CHAMPUS—In general, CHAMPUS eligibility may continue until a member is eligible for MEDICARE Part A, which normally occurs at age 65. CHAMPUS cost-shares and deductibles are higher than the former active duty rate.
 - ☞ Managed Care Programs—You are eligible for TRICARE programs, the Uniformed Service Family Health Plans, depending on your location and CHAMPUS eligibility.
 - ☞ Eligibility for DVA in-patient hospital and nursing home care is divided into two categories, mandatory and discretionary.
 - ☞ Tri-care – Refer to your local Health Benefits Advisor for information on recent benefits of Tri-care.
-

MANDATORY VETERANS CARE

The DVA must provide you medical care and may provide nursing home care if space and resources are available. You are eligible for this category if:

- ☞ The DVA rates you as having a service-connected disability.
 - ☞ You were exposed to herbicides while serving in Vietnam.
 - ☞ You have health problems related to service in the Persian Gulf.
 - ☞ Your income is below an annually adjusted income limit. In 1994, the annual income limits were \$19,408 (single), \$23,290 (if married or single with one dependent), plus \$1,296 for each additional dependent.
-

DISCRETIONARY VETERANS CARE

The DVA may provide you hospital or nursing home care if you do not qualify in any mandatory categories, but you must pay a share of the expenses.

CONTACT

Contact any DVA medical facility for specific information on entitlements to out-patient care.

MEDICAL AND DENTAL BENEFITS

DENTAL CARE The Coast Guard dental plan ceases on separation from active duty.

The DVA covers dental conditions or disabilities determined to be Service-connected.

You may be eligible for one dental treatment if you separated from active duty without receiving a dental exam. Apply to DVA within 90 days of separation. Your DD Form 214 will not authorize your eligibility.

HOW TO APPLY If DVA rates you 100% disabled, you are eligible for full coverage.

Complete a VA Form 10-10, Application for Medical Benefits.

Provide proof of veteran status and information verifying any service-connected disabilities.

CONTACT

DVA Regional Office 📞 800-827-1000

Health Benefits Advisor 📞 800-9-HBA

VOLUNTARY SEPARATIONS

REFERENCE

☞ COMDTINST M1000.6 (series), Personnel Manual

RESIGNATION

After completing obligated service, you can request a voluntary separation from the Coast Guard. To resign your commission, send a letter request to:

[Coast Guard Personnel Command \(CGPC-opm-1\)](#)

through your chain of command. Requests will be acknowledged if accompanied by a completed, self-addressed Acknowledgment/Referral Card, CG-4217.

Remember:

- ☞ Submit requests to reach CGPC-opm-1 six to twelve months before your requested resignation date.
 - ☞ Your resignation is not effective until CGPC-opm-1 accepts it. Normally you will receive a reply 12 weeks before the effective date.
 - ☞ If CGPC-opm-1 approves, you may withdraw your resignation.
 - ☞ You may be retained on active duty beyond your requested resignation date based on the needs of the Service.
-

DENYING SEPARATION REQUESTS

Coast Guard Personnel Command can deny requests for separation because:

- ☞ You have not completed obligated service.
 - ☞ You have not completed one year at your present duty station.
 - ☞ A state of emergency exists (needs of the Service.)
 - ☞ You received orders to duty outside the continental limits of the United States before your resignation letter was received.
-

INVOLUNTARY SEPARATIONS

REFERENCE

COMDTINST M1000.6 (series), Personnel Manual

REASONS FOR INVOLUNTARY SEPARATION

- ☞ Discharge or retirement (if eligible) due to non-selection for promotion twice.
 - ☞ Separation for cause pursuant to special board action.
 - ☞ Release from active duty due to disapproval of request for retention.
 - ☞ Revocation of commission or release to inactive duty.
 - ☞ Retirement due to non-continuation as captain or rear admiral.
 - ☞ 30 year retirement for captains (14USC288)
 - ☞ 36 year retirement for rear admiral (14USC290g)
 - ☞ 7 year as flag officer (14USC290h)
 - ☞ Prior chief warrant officer - 30 year retirement (10USC1305)
 - ☞ Age 62 (14USC293)
-

SEPARATION DATE

In the case of involuntary separation due to non-selection for promotion, the following applies:

- ☞ You will be honorably discharged by 30 June of the promotion year in which the second failure of selection occurs.
 - ☞ You may be honorably discharged at an earlier date and retain benefits.
 - ☞ You will retire by 30 June if you are eligible for retirement.
-

18+ YEARS

If you have completed at least 18 years of service as of the last day of the promotion year in which you were twice not selected for lieutenant commander, you may remain on active duty and retire on the last day of the month in which you complete 20 years of active service.

INVOLUNTARY SEPARATIONS

SEVERANCE PAY A regular officer discharged from the Service ineligible for retirement is entitled to severance pay. The amount depends on the length of service, grade, and type of discharge.

REFERENCE COMDTINST M7220.29 (series), Pay Manual

COMPUTATION Compute for severance pay as follows:

SEVERANCE PAY	
Nonselection For Promotion	[2 Months Basic Pay] X [Number Years Active Commissioned Service (Maximum 12 Years)] Count Fractions of ½ Year of More as a Whole Year Maximum Amount Payable is 2 Years Basic Pay
Discharged For Cause	[1 Month Basic Pay] X [Number Years Active Commissioned Service] Disregard Fractions Of Year Maximum Amount Payable is 1 Year Basic Pay

SEPARATION PAY Reserve officers may be entitled to a lump sum of separation pay after completing at least six continuous years of active duty immediately preceding release from active duty. Compute separation pay as follows:

$$.1 \times [\text{Number of years active service} \times 12(\text{monthly basic pay})]$$

ALLOTMENTS You may not be able to carry all your current allotments into retirement. See your administrative office or PERSRU for more information.

RETIREMENT

RETIREMENT PAY

Your retirement pay is based on rank, length of service and when you entered the service.

If you Entered Military Service*	Retirement Pay plan	Extra Pay For 20+	Maximum Entitlement	Cost Of living Increase (cola)
Before 9/8/1980	Final pay: 50% of Final basic pay Based on rank and Length of service	Yes 2.5% Annually	75% of final Basic pay At 30 years or More of service	Yes Consumer Price Index
9/8/1980 Through 7/31/1986	High three: 50% of the Monthly average Of the highest 36 Months of basic pay	Yes 2.5% Annually	75% of highest 36 months Basic pay at 30 or more Years of service	Yes Consumer Price Index
8/1/1986 Through Present	Redux: 40% of the Monthly average Of highest 36 months of Basic pay	Yes 3.5% Annually	75% of highest 36 months Basic pay at 30 or more Years of service	Yes Consumer Price index Less 1%

*Your retirement plan is based on the date you first incurred a military obligation, regardless of service breaks.

30 YEARS SERVICE

Any regular commissioned officer who has completed 30 years' service may apply and, at the Commandant's discretion, retire from active service with retired pay at the grade from which retired.

VOLUNTARY RETIREMENTS

20 YEARS SERVICE

Any regular commissioned officer who has completed 20 years' active service, at least 10 of which are commissioned service, may apply and, at the Secretary's discretion, retire from active service with retired pay at the grade from which retired.

RETIREMENT IN LIEU OF ORDERS (RILO)

☞ You must request retirement within 15 days of the date on which the transfer order or assignment panel CGPERSCOM was issued.

☞ Your retirement date will be the first day of the month following your detachment date on PCS orders, but no later than 1 August.

☞ In order to retire at the grade currently held, you must have two years time-in-grade (TIG) and have fulfilled all other obligated service requirements as of your retirement date.

☞ If assigned to duty outside the continental U.S., you may be required to complete a normal tour on that assignment before being eligible for voluntary release.

APPROVAL AND DISAPPROVAL

The Commandant grants final approval or disapproval of voluntary retirement requests and considers them based on the overall needs of the Service and the merits of individual cases according to these guidelines:

☞ Except for mandatory retirements, you must successfully complete two years TIG before retiring. You cannot revert to your previous grade and retire.

☞ Except for mandatory retirements, you must complete one year in the continental United States or two years outside the U.S. at your current unit.

☞ If you are approaching statutory age, you are not required to apply.

☞ Requests must include the zip code of your intended (non-binding) home of selection.

☞ Submit your retirement request 6 to 12 months before your desired retirement date so the Assignment Officer has time to find a replacement before you depart.

☞ Retirement orders normally are issued no later than 60 days before your effective retirement date.

☞ Requests will be approved on a date closest to your requested date as Service needs permit.

RESERVE RETIREMENT

REFERENCE

COMDTINST M1001.27 (series), Reserve Personnel Manual

POLICY AND LAW

Reserve officers not serving on extended active duty fall under a completely different set of retirement laws and policy. To be eligible for retirement pay, reservists must meet the eligibility requirements of 10 U.S.C. 1331.

TO QUALIFY

By Coast Guard policy, reservists must:

- ☞ Retire at age 60.
 - ☞ Not be entitled to military retired or retainer pay under any other legal provision.
 - ☞ Complete at least 20 years of qualifying military service.
 - ☞ Serve the last 8 years of qualifying service as a member of a reserve component; amended by law to 6 years for reservists requesting retired status between 1 October 1991 to 1 October 1999.
-

RETIREMENT CATEGORIES

- ☞ Retirement with pay (RET-1)—reservists receiving retirement pay. Age 60, with at least 20 years of satisfactory service.
 - ☞ Retirement without pay (RET-2)—reservist who served 20 years but not yet age 60; or reservists as authorized by Commandant who have completed 15 satisfactory years of service and not yet reached age 60.
 - ☞ Retirement without entitlement to pay (RET-3)—reservists who are not and will never be entitled to retired pay or benefits.
-

RESERVE RETIREMENT

RETIREMENT POINTS

To be eligible to retire, an officer must complete 20 years of satisfactory federal service and attain age 60. They must earn 50 points in an anniversary year for it to be counted as a “good” year in computing service for retirement. An officer can earn a maximum of 365 points per year. Retirement points are awarded as follows:

- ☞ One point for each authorized single drill.
- ☞ Two points for each authorized multiple drill.
- ☞ One point for each period of appropriate duty.
- ☞ Approved correspondence course retirement point credit.
- ☞ 15 points for each year of membership in Ready or Standby Reserve.
- ☞ One point per day for performing active duty (e.g., ADT, EAD, ADSW-AC/RC)

CALCULATING RETIREMENT PAY

To calculate reserve retired pay:

$$\frac{\text{Retirement Points}}{360} \times 0.025 \times \text{Monthly Basic Pay} = \text{Monthly pay}$$

RETIREMENT BY PHYSICAL DISABILITY

BACKGROUND Like the other military services, the Coast Guard is required by Congress to maintain a disability evaluation system (10USC61). The fundamental purpose of the system is to support the deployment of a fit armed force by identifying and, ultimately, separating from service members who are not fit. Except for very narrow exceptions, all military members of the Coast Guard must be fit for full duty and worldwide assignment. Members who suffer from apparent disabilities or physical impairments are liable for separation under the Physical Disability Evaluation System. Policies and procedures governing the system are laid out in COMDTINST M1850.2 (series). A system overview is provided.

**MEDICAL
BOARDS** A military member whose physical condition raises reasonable doubt as to their ability to perform assigned military duties must be the subject of an Initial Medical Board (IMB). Medical boards are convened by specified authorities—typically, commanding officers or medical officers. Medical boards consist of a narrative medical summary, member’s input (if any), and the command’s endorsement. Prepared by a doctor, the narrative summary describes the member’s overall physical condition, with primary focus on apparent disabilities and a recommendation as to fitness or unfitness for continued duty. Members are given the opportunity to rebut the doctor’s narrative report and fitness recommendation. Commanding officers endorse the narrative summary and rebuttal, providing certain administrative data, a description of the member’s duties, and the CO’s opinion as to the member’s ability to perform those duties. The completed IMB is forwarded to the Personnel Command, where a Central Physical Evaluation Board (CPEB), including at least one line officer and one medical officer, reviews the board, makes fitness findings, and recommends personnel disposition.

**PHYSICAL
EVALUATION
BOARDS** If the CPEB finds the member unfit, it will then measure the level of unfitness, using a Department of Veterans Affairs manual. A member found unfit for continued duty by reason of physical disability is entitled to reject the findings of the CPEB and appear in person before a Formal Physical Evaluation Board (FPEB). Members appear before a FPEB to assert their fitness for duty or to claim a higher level of disability than rated by the CPEB, or to seek a personnel disposition different than that recommended by the CPEB. Members found fit for duty by the CPEB are not entitled to a formal board, and are simply returned to full-duty status.

RETIREMENT BY PHYSICAL DISABILITY

PHYSICAL EVALUATION BOARDS

(continued)

Occasionally, rather than finding a member fit or unfit, the PEB decides that a member's physical condition is not sufficiently clear to make a fitness determination. In such cases, the PEB orders a follow-up medical board, called a Disposition Medical Board (DMB). A letter from the PEB to the unit orders the DMB and indicates the required specialist consultations and a submission date. On receipt at the Personnel Command, the DMB is again processed like any IMB.

REVIEW BY CHIEF COUNSEL

Findings and recommended disposition of PEB's, even when accepted by members, are not final until the member's case has been reviewed by the Chief Counsel's office and approved by Commander, Coast Guard Personnel Command or higher authority.

DISABILITY SEPARATION WITH SEVERANCE PAY

Military members found unfit for continued duty by reason of physical disability must be separated from the service. (There are some limited exceptions to this policy, particularly when members with relatively minor disabilities and more than 18 years service, wish to remain on active duty until they reach 20 years of service.) Any member whose combined percentage of disability is 30% or higher is retired. Unfit members found to be less than 30% disabled, and not otherwise entitled to a longevity retirement, are discharged with severance pay.

TEMPORARY OR PERMANENT DISABILITY RETIREMENT

Members scheduled for disability retirement—that is, anyone with a 30% or higher disability, or any retirement-eligible member with any disability—are either permanently retired or placed on the Temporary Disability Retirement List (TDRL). Members are placed on the TDRL when their disabilities are judged to be relatively unstable, and might reasonably be expected to change significantly in the next few years. Members are kept on the TDRL for up to five years, during which time they are re-evaluated approximately every 18 months. The purpose of the periodic re-evaluations is to determine whether the member's condition has stabilized. The periodic exam can lead to new disability findings and recommended disposition from a Physical Evaluation Board. Disability level and personnel status may be changed only once during a member's tenure on the TDRL; at that time the member's case is permanently resolved. Ultimately, at some point within five years of placement on the TDRL, members must be placed in the one of the following statuses:

1. Fit for duty (termination of CG disability benefits; usually eligible for voluntary return to duty and resumption of military career).
 2. Permanently retired (at original or a new level of disability).
 3. Separated with severance pay (disabilities improve somewhat, but not enough to allow a return to duty).
-

RETIREMENT BY PHYSICAL DISABILITY

COMPENSATION Members separated with severance pay receive a lump sum payment on discharge, computed on the basis of the number of months served and base pay. Members permanently retired with a physical disability receive the specified percentage (disability level) of their basic pay, unless their time in service otherwise entitles them to a higher percentage. Members temporarily retired with a disability receive at least 50% of their basic pay; time in service or the specified percentage (disability level) may entitle them to a higher percentage.

KEY POLICY POINTS

The fundamental finding of a PEB is physical fitness or unfitness for continued CG duty. The disability system may not be used to effect an administrative separation. Disability evaluation is precluded by a member's misconduct. A member already scheduled or eligible for disability and physically qualified for separation may formally object to the doctor's finding.

The law that provides for disability separation is intended to compensate a member whose military service is involuntarily ended due to a service-connected injury or illness. Members scheduled for longevity retirement or non-disability separation are presumed fit to perform their duties. No longer scheduled for reassignment, they are no longer required to be deployable worldwide.

PRESUMPTION OF FITNESS

A medical board should not be convened on such a member unless the presumption of fitness is overcome by a preponderance of evidence (greater than 50 percent). The evidence must show that the member is unable to perform current duties due to disability, or that the member has suffered an acute, grave illness or injury. (Unfortunate examples of acute, grave illness or injury warranting a medical board at that time are a heart attack, car accident, or diagnosis of cancer.) The vast majority of members ending active duty, even those with chronic painful conditions, have chosen to draw pay and allowances and compete for promotion. While perhaps tolerating physical impairments, they have continued full military service.

APPLICATION FOR EXTENSIVE DISABILITY BENEFITS

Occasionally, members ending active duty during which they have suffered truly debilitating condition are disappointed or even embittered to learn that their clear disabilities are not properly ratable by the Coast Guard. It is important for these members to understand that the military disability evaluation system is not intended by Congress to bestow benefits on members already scheduled for voluntary or mandatory separation. The federal government does, of course, provide specifically for such members to apply for extensive disability benefits, through the dedicated resources of the Department of Veterans Affairs.

PRERETIREMENT COUNSELING

By Federal law, you are entitled to personal counseling on issues affecting your departure at least 90 days before discharge.

RETIREMENT CHECK LIST

✓	Attend pre-retirement seminar (Contact the Relocation Assistance Manager (RAM)).	Recommend 2 to 5 years before or at least 18 months before retirement.
✓	Request Statement of Creditable Service and Sea Service.	Two years before retirement eligibility and always after completing a tour aboard a vessel.
✓	Request retirement through CGPC-opm-1.	6 to 12 months before desired retirement date.
✓	Compile list and copy awards and courses you have attended and want included on your DD214.	Throughout career but at least after submitting retirement request.
✓	Compile list of duty stations. Keep a copy of all PCS orders and any sea service.	Throughout career.
✓	Schedule and complete physical examination.	6 to 12 months before retirement so any medical condition can be identified before separation.
✓	Discuss with administration officer or PERSRU your retirement package and review allotments to be carried over into retirement.	4 to 6 months before retirement date
✓	Discuss shipping of HHG with travel section.	4 to 6 months before retirement date (must have retirement orders before shipping HHG)
✓	Update your will.	4 to 6 months before retirement
✓	Receive confirmation from CGPC of retirement date.	4 months (120 days) before retirement
✓	Turn in completed retirement forms to your administration office or PERSRU – keep a copy for yourself.	75 days before retirement or departure on terminal leave
✓	Complete request for advances (DOT 1500.2).	75 days before retirement or departure on terminal leave
✓	Make SBP election.	60 days prior to retirement
✓	PRU transmits a Statement of Intent (CG-5229) regarding leave intentions.	60 days prior to retirement
✓	Receive retirement orders.	60 days prior to retirement
✓	Take 6 copies of retirement orders to travel section for shipment of your HHG.	When you receive your retirement orders.
✓	Make 3 copies of your health record and have a medical officer certify them.	After retirement physical has been approved.

RETIREMENT CHECK LIST continued

✓	Ensure your admin office or PRU have received your retirement certificate, your spouse's certificate and your retirement pin.	30 days prior to departure on terminal leave or retirement.
✓	Ensure you mail your completed retirement package to HRSIC (RAS).	At least 30 days prior to departure on terminal leave or retirement.
✓	Security debrief/close out security jacket.	Day of separation or before departing on terminal leave.
✓	Retirement ceremony	When possible coincide with required personnel inspections, or before departing on terminal leave, or on last day of active duty.
✓	Unit delivers DD214, retired/dependent ID card applications to you. Note: You must turn in all active duty ID cards prior to receipt of retirement ID cards.	Cannot receive these until day of separation (if going on terminal leave you can have them mailed to you).
✓	HRSIC mails final LES to member	45 days after separation
✓	Complete travel and submit retirement travel claim.	Within one year, unless G-WPM waives
✓	HRSIC issues IRS Form W-2	By 31 January of the year following separation.

RETIREMENT FORMS

Below is a checklist of required forms you must mail prior to retirement to the Human Resource Services and Information Center (RAS):

- ☞ Retired Pay Account Worksheet and Survivor Benefit Plan Election (CGHRSIC-4700)
- ☞ Retired Allotment Authorization Form (CGHRSIC-7221)
- ☞ BAQ/Dependency/Emergency Data and SGLI Validation (CG-4170A)
- ☞ Signed copy of most recent LES
- ☞ Retired Pay Projection Request (CGHRSIC-1900)

TRAVEL

CONTACT

See your local Transportation Officer (TO), BEFORE you contemplate any move, for current entitlement information and eligibility.

RETIREMENT MOVE



CIVILIAN EMPLOYMENT

Military retirees enter the civilian job market with many valuable skills. Many civilian employers appreciate the work habits, knowledge, and skills you accumulate during your years in uniform. There are, however, restrictions you must be aware of when looking for a second career.

REFERENCE

37 U.S.C. 801, 18 U.S.C. 207 & 281, 41 U.S.C. 401
U.S. Constitution, Article 1, Section 9, Clause 8
Standards of Conduct , COMDTINST 5370.8 (series)

POST-RETIREMENT EMPLOYMENT RESTRICTIONS

CONFLICT OF INTEREST

When working for private industry you cannot:

- ☞ Assume civilian duties that put you in direct contact with your former colleagues in uniform.
- ☞ Use knowledge unavailable to civilians for personal gain (prohibited by Federal legislation).
- ☞ Exert undue influence by becoming a company official.
- ☞ Represent industry on an issue if you previously represented the government during a transaction with industry on the same issue.
- ☞ Sell, contract, or negotiate to sell anything to DoD, Army, Navy, the Coast Guard, National Oceanographic Atmospheric Administration or the U.S. Public Health Service.
- ☞ Sell, contract, or negotiate to sell anything to the U.S. through the CG or DOT.
- ☞ Assist in prosecuting a claim involving the CG or DOT against the U.S. if you worked on the claim while on active duty.
- ☞ Accept any civilian or military office or employment with a foreign government, including educational and commercial institutions controlled by a foreign government.
- ☞ Engage in activities intended to influence any department, agency, court, or court-martial in connection with a particular matter involving specific parties in which you substantially participated as a government official.

TIME ELEMENT

The duration and nature of prohibitions depend on the extent of your involvement while in the Coast Guard.

CIVIL SERVICE

Officers who retire and go to work for any federal agency, including the U.S. Postal Service, experience some deductions from either their retirement or civil service paychecks.

- ☞ Retired regular or warrant officers who work for the federal government after retiring can keep up to 150% of the first \$9,310.17 of military retirement pay, adjusted annually.
 - ☞ After January 1994, your combined retirement plus civil service pay can total no more than \$108,200, adjusted annually.
-